

Integrative Negotiation Strategy to Fulfill Consumer Rights at PT. Ebad Alrahman Tourism Juanda Sidoarjo

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Abstract

This research aims as a means of information related to integrative negotiation strategies in fulfilling consumer rights during the cancellation of hajj departures in 2021. Researchers used a type of qualitative research. In qualitative data collection, researchers used phenomenological methods and inductive data analysis. Researchers used four research sources, namely: customer service, hajj handling, hajj administration, and hajj sales marketing. The results proved that integrative negotiation strategies significantly influenced the fulfillment of consumer rights at the time of cancellation of hajj departures in 2021. Pilgrims could find a resolution to the conflict with PT. Ebad Alrahman Wisata Juanda Sidoarjo through three concepts of integrative negotiation strategies. Two negotiators took three approaches to integrative negotiation strategies: steps, methods, and success factors. The contract sheet was the result of an integrative agreement between hajj pilgrims and PT. Ebad Alrahman Wisata Juanda Sidoarjo. PT. Ebad Alrahman Wisata Juanda Sidoarjo emphasized communication as a success factor in integrative negotiation strategies. PT. Ebad Alrahman Wisata Juanda Sidoarjo used four online digital applications: WhatsApp, Instagram, Facebook, and the official website of www.ebadwisata.com.

Keyword: integrative negotiation strategy, consumer rights

Abstrak

Penelitian ini bertujuan sebagai sarana informasi terkait strategi negosiasi integratif dalam pemenuhan hak konsumen pada masa pembatalan keberangkatan haji tahun 2021. Peneliti menggunakan jenis penelitian kualitatif. Dalam proses pengumpulan data kualitatif, peneliti menggunakan metode fenomenologi dan analisa data induktif. Peneliti menggunakan empat narasumber penelitian, yaitu: *customer service*, *handling* haji, administrasi haji, dan *sales marketing* haji. Hasil penelitian membuktikan, bahwa strategi negosiasi integratif memberikan pengaruh yang signifikan terhadap pemenuhan hak konsumen pada masa pembatalan keberangkatan haji tahun 2021. Jemaah haji dapat menemukan penyelesaian konflik dengan PT. Ebad Alrahman Wisata Juanda Sidoarjo melalui tiga konsep strategi negosiasi integratif. Dua negosiator melakukan tiga pendekatan strategi negosiasi integratif, yaitu: langkah-langkah, metode, dan faktor keberhasilan. Lembar akad merupakan hasil kesepakatan integratif antara jamaah haji dengan PT. Ebad Alrahman Wisata Juanda Sidoarjo. PT. Ebad Alrahman Wisata Juanda Sidoarjo menekankan komunikasi sebagai faktor keberhasilan strategi negosiasi integratif. PT. Ebad Alrahman Wisata Juanda Sidoarjo menggunakan empat aplikasi digital online, seperti: whatsapp, instagram, facebook, dan website resmi www.ebadwisata.com.

Kata kunci: strategi negosiasi integratif, hak konsumen

Introduction

Harvard Business Essentials states that integrative negotiation emphasizes the strength of the interests of the two negotiators (Noufal, 2015). Integrative negotiation uses a collaborative problem-solving approach. The integrative negotiation is said to be successful if the negotiator applies the four goals of integrative negotiation. Experts classify integrative negotiations into four goals; they are understanding the needs of the two negotiators, openness in the process of exchanging ideas, upholding the value of similarities, not differences, and providing alternative solutions to fulfilling the common goals. Negotiators carry out integrative negotiations through four stages, namely: problem identification, interest identification, alternative solutions, and alternative selection. Seven components influence integrative negotiation in the process of finding alternative solutions. Seven components influence the success of negotiators in the integrative negotiation process, such as common goals, attitude of trust in finding solutions, belief in the truth of the other party's needs, commitment to cooperation, maintaining mutual trust, clarity of communication, and understanding of the integrative negotiation dynamic concept.

During the Covid-19 pandemic in 2021, the hajj travel bureau could not confirm the hajj departure schedule. The hajj travel bureau has followed the recommendation of the ministry of religion regarding the call for an integrated monitoring system program for special umrah and hajj. However, the minister of religion issued RI Decree No. 660 of 2021 regarding the cancellation of hajj. The Ministry of Religion gave trust guarantees in using the Sipatuh program for hajj travel bureaus and pilgrim candidates. The Minister of Religion also thwarted the Sipatuh system through RI Decree No. 660 of 2021. On June 3, 2021, the Indonesian Minister of Religion decided to cancel the departure of pilgrims for 2021. RI Decree Number 660 of 2021 is enforced by the Ministry of Religion for Indonesian citizens as users of the Indonesian hajj quota and other hajj quotas. Yaqut Cholil Qoumas explained that the Indonesian government considered canceling the pilgrimage through three issues. First, the minister of religion considered the health of Indonesian citizens due to the Covid-19 outbreak. Second, the Indonesian government has not received an invitation from the kingdom of Saudi Arabia regarding the preparation of the hajj pilgrimage in 2021. Third, the government of Saudi Arabia has not issued information regarding access to services for organizing the pilgrimage for Indonesia in 2021 (Fahham, 2018).

Therefore, the integrative negotiation strategy could be used by PT. Ebad Alrahman Wisata Juanda Sidoarjo in fulfilling the rights of pilgrims. PT. Ebad Alrahman Wisata Juanda Sidoarjo applied three concepts of an integrative negotiation strategy, namely: steps, methods, and success factors. If PT. Ebad Alrahman Wisata Juanda Sidoarjo carried out the three concepts of integrative negotiation strategy well, then PT. Ebad Alrahman Wisata Juanda Sidoarjo was able to solve the problem of canceling the hajj departure for 2021 with the pilgrims.

Negotiators carry out the integrative negotiation process through five steps, namely: problem identification, interests identification, alternative solution design, alternative solution agreement making, and alternative solution evaluation. Problem identification is a process of finding the root of the problem related to the occurrence of company activities through accurate data sources. Arikunto explains that problem identification is a search for the problem root. The search for the problem root is obtained by negotiators from three sources, namely: books, the experience of each individual's problem, and experience of the work environment. The Great Indonesian Dictionary defines problem identification as a process of determining identity (Darmawan, 2017). The problem identification process takes into account the interests of the two negotiators.

Lax and Sebenius classify four types of negotiating interests, namely: substantive interests, process interests, relationship interests, and principle interests. Substantive interest relates to the concept of negotiating problems, such as price and resource allocation. The importance of the process relates to the discussion of the negotiation selection concept in problem-solving. The importance of the relationship is the commitment of two negotiators to maintain good relations during the negotiation process. The interests of the principle follow the application of the six values and norms of negotiation, such as justice, truth, honesty, trust, tolerance, and support for each other (Lax & Sebenius, 1987). If two negotiators have found a negotiating agreement, then the two negotiators search for alternative solutions as the next step.

The alternative solution is a process of selecting one way out of negotiations among several options as a form of problem-solving. Hunsaker explains that the settlement of negotiation problems can eliminate the discrepancy between the income results and the achievement of the negotiators' results (Masuku, 2012). Fisher, Ury, and Patton explain that two negotiators must have objective standards in designing the outcome of a negotiation decision. Objective standards involve three fixed rules of negotiation, namely: service rules standards, arbitration

decisions, and the results of other decisions that are fair (Fisher & Ertel, 1995). If two negotiators have negotiated an agreement, then the two negotiators evaluate alternative solutions.

Negotiators consider the evaluation of alternative solutions into two evaluation process criteria, namely: good and acceptable. If the negotiator adds a source of facts in the negotiation evaluation process, the arguments of the two negotiators create an atmosphere of attracting the other party's support. In the evaluation process, the negotiator must prepare a backup of other solutions.

The integrative negotiation strategy uses the collaboration method. Collaborating strategy is a negotiation conflict resolution strategy to achieve the goals of two negotiators. Negotiators carry a collaborative strategy through joint discussions and looking for alternative solutions. It is carried out by negotiators through three basic concepts of human nature, namely: honesty, trust, and commitment

Negotiators must apply seven success factors for integrative negotiations, namely: the existence of a common goal, belief in problem-solving abilities, belief in the validity of the other party's position, motivation for cooperation, trust, clarity of communication relationships, and understanding of the dynamics of integrative negotiation (Sauders et al., 2015).

Through three concepts of integrative negotiation strategy, PT. Ebad Alrahman Wisata Juanda Sidoarjo could find an alternative solution with the pilgrims. Hence, by applying the three concepts of integrative negotiation, PT. Ebad Alrahman Wisata Juanda Sidoarjo got an agreement through a win-win solution method of collaboration.

PT. Ebad Alrahman Wisata Juanda Sidoarjo has a mission to help pilgrims in planning and being a solution for umrah and hajj plus services. PT. Ebad Alrahman Wisata Juanda Sidoarjo was committed to finding a solution for canceling hajj departures for 2021. Based on observations of three travel agencies for the pilgrimage in the Sidoarjo area, PT. Ebad Alrahman Wisata Juanda Sidoarjo is a travel bureau with the best service during the cancellation of the hajj departure in 2021 (Observation on October 4, 2021).

Literature Review

A. Integrative Negotiation Strategy

Oxford learner's pocket dictionary defines strategy as a top management action plan that is prepared to achieve future goals as a whole. Researchers classify strategy into four definitions in the Great Indonesian dictionary, namely: the art of wisdom sourced from the resources of nations through peace action, success in business competition processes, the existence of a systematic planning system to achieve one goal, and the existence of certain tactical planning. Hence, strategy is a top management planning to achieve long-term goals through integration advantages and the allocation of company resources (Aldi, 2015).

Pruitt defines negotiation into three meanings, namely: negotiation, deliberation, and consensus (Subakti, 2013). Frans Hendra explains that integrative negotiation is a problem-solving through a cooperative and creative mutual agreement (Hendra, 2012).

Therefore, the integrative negotiation strategy is a strategy to manage conflict productively to reach a win-win business agreement (Pramitasari, 2019). McGuire explains that the integrative negotiation strategy has three main factors in the planning process, namely: steps, methods, and success factors (Susanti et al., 2021).

1. Integrative Negotiation Strategy Steps

a. Problem Identification

Problem identification is a process of finding the problem root related to the occurrence of company activities through accurate data sources. Arikunto explains that problem identification is a search for the problem root. The search for the root of the problem is obtained by negotiators from three sources, namely: books, experience of each individual's problem, and experience of the work environment. In the Great Indonesian dictionary, problem identification is a process of determining identity (Darmawan, 2017). Van Dallen explains that problem identification is carried out by negotiators through six stages. Problem identification uses six stages, namely: factual information related to the concept of the problem, the analysis of problem issues, the process of observing the field facts condition, identifying the causes of difficulties in the problem-finding process, data analysis, and evaluating data results (Hayati, 2019).

b. Interests Identification

The problem identification process takes into account the interests of the two negotiators. Fisher, Ury, and Patton explain that the interests identification is the main key for two negotiators in reaching an integrative agreement (Rogers, 1991). They explain that the identification of interests can produce alternative solutions to negotiating problem-solving (Fisher & Ertel, 1995).

Lax and Sebenius classify four types of negotiating interests, namely: substantive interests, process interests, relationship interests, and principle interests. Substantive interest relates to the concept of negotiating problems, such as price and resource allocation. The importance of the process relates to the negotiation of the selection of the concept of negotiation in problem-solving. The importance of the relationship is the two negotiators' commitment in maintaining good relations during the negotiation process. The principle interest is the learning experience of the past actions of two negotiators in the negotiation process. The interests of the principle can be carried out by negotiators in the future. The importance of the principle follows the application of the six values and norms of negotiation, such as justice, truth, honesty, trust, tolerance, and supporting one another (Lax & Sebenius, 1987).

2. Alternative Solution Design

Alternative solution is a process of selecting one way out of negotiations among several options as a form of problem-solving. Hunsaker explains that the resolution of negotiation problems can eliminate the discrepancy between the results of the income and the achievement of the negotiators' results. JR. Jackson classifies five ways of analyzing negotiation problems, namely: identification of the main problem, compiling important factors, determining alternative solutions, evaluating alternatives, and selecting alternative recommendations (Clyman & Tripp, 2000).

a. Alternative Solution Agreement Pembuatan

Peter Carnevale classifies four solutions to negotiated agreements through the Argument Circumplex, namely: achieving a position, meeting the needs of both parties, being simple, and problem or people-based. In position accommodation, all negotiators

get what they need according to the negotiation request agreement. Positioning strategies involve expanding the chart and modifying the firm's resource chart. Two negotiators use a compensation and concession strategy in the process of meeting the needs of the negotiations. Negotiations are carried out by negotiators through simple situations, such as: agreements to purchase goods and use services from producers. A simple situation is run by negotiators through four negotiation strategies, namely: compromise, compensation, reciprocal concessions, and superordination. The negotiation process is classified by experts through two strategies, namely: people-based and problem-based. Negotiators must make concessions and change negotiating positions in a people-based strategy to reach an agreement. Negotiators must modify the topic of the negotiation problem to suit the needs and wants of the problem-based strategy (Rhoades & Carnevale, 1999). If two negotiators have an alternative solution, then the two negotiators agree on an alternative solution. Fisher, Ury, and Patton explain that two negotiators must have objective standards in designing the outcome of a negotiation decision. Objective standards involve three fixed rules of negotiation, namely: service rules standards, arbitration decisions, and the results of other decisions that are fair (Fisher & Ertel, 1995).

b. Evaluation of Alternative Solutions

The evaluation of alternative solutions is considered by negotiators into two evaluation process criteria, namely: good and acceptable. If the negotiator adds a source of facts in the negotiation evaluation process, then the arguments of the two negotiators create an atmosphere of attracting the other party's support. In the evaluation process, the negotiator must prepare a backup of other solutions. If the result of the solution is approved by one of the negotiators, the solution must be exchanged. The exchange of votes is carried out by the negotiators to reach an integrative agreement. Evaluation is a negotiator's comparison activity between the objectives of the negotiation program and the achievement of results. Evaluation of alternative solutions can predict the effectiveness and efficiency of strategic information. Negotiators determine the

suitability of alternative solutions in making a decision (Sukardi, 2018).

3. Integrative Negotiation Strategy Method

The integrative negotiation strategy is carried out by negotiators through five methods. The method of integrative negotiation strategy is classified into five parts by Thomas, K.W. and R.H. Kilmann, namely: accommodating, avoiding, collaborating, competing, and compromising (Rhoades & Carnivale, 1999).

The accommodative strategy is a conflict resolution strategy between two negotiators by relenting. The accommodative strategy sacrifices the interests of the negotiator's personality to create good relations with other parties. Avoiding strategy is the negotiator's action in avoiding the decision-making process of negotiating conflict resolution. Collaborating strategy is a negotiation conflict resolution strategy to achieve the goals of two negotiators. Collaborating strategy is carried out by negotiators through joint discussions and looking for alternative solutions. The collaborating strategy is carried out by negotiators through three concepts of basic human nature, namely: honesty, trust, and commitment. The competitive strategy is carried out by negotiators through the satisfaction of one party in the negotiation process. The competitive strategy can be detrimental to the other party during the negotiation process. The negotiator does not cooperate with the opposing party during the competitive strategy process. Competitive strategy (competing) prioritizes personal interests. Compromising strategy is a balanced negotiation style of conflict resolution; there is no win or lose. In a compromise strategy, two conflict parties have an attitude of giving in to each other. The attitude of mutual surrender is carried out by two conflict parties for the smooth process of cooperation and the creation of the same goal in maintaining the interests of good relations.

4. Integrative Negotiation Strategy Success Factors

a. Goals Equation

Integrative negotiations are carried out by negotiators through three types of goals, namely: common goals, shared goals, and joint goals. The common goal is the dependence of the goals of the two negotiators between each other through a system of negotiating cooperation in obtaining benefits. Shared goals are the differences in the benefits of the two negotiators through the similarity of negotiation

goals. A joint goal is a form of unifying the differences in the goals of the two negotiators into one goal into a collective negotiation effort. The commonality of goals affects the two negotiators' belief in the problem-solving ability of negotiations (Saunders et al., 2015).

b. Confidence in Problem Solving Ability

Confidence in problem-solving abilities is the key to a successful integrative negotiation strategy. Neale and Northcraft conducted research on real estate issues. The results of Neale and Northcraft's research explain that the belief in the resolution of negotiating problems can increase the knowledge base and self-confidence of the negotiator. The negotiator's knowledge base and self-confidence use an approach to the incidence of negotiation conflict issues. Saunders collaborates on conflict issues through open-mindedness in achieving significant integrative agreements. Thompson explains that the belief in the resolution of negotiating problems is influenced by the negotiator's direct experience in the field of negotiation. Weingart, Prietula, Hyder, and Genovese explain that the belief in problem-solving integrative negotiations affects the success of negotiators (Saunders et al., 2015).

c. Confidence in the Validity of the Other Party's Position

In the process of achieving the success of integrative negotiations, negotiators must pay attention to the interests of themselves and the other party. Fisher, Ury, and Patton explain that integrative negotiation requires the negotiator to accept the interests of the other party. Saunders classifies the interests of other parties into three parts, namely: attitudes, desires, and the validity of self-interest with other parties (Saunders et al., 2015). Kemp and Smith explain that the negotiator's firm attitude uses a solution-seeking method approach. The solution search method results in the effectiveness of the integrative agreement between the negotiator and the other party. Kemp and Smith explain that the success of an integrative agreement is influenced by tolerance for differences in perceptions between the two negotiators (Kemp & Smith, 1994).

d. Motivation for Cooperation Commitment

In the process of implementing the concept of successful integrative negotiation, two negotiators must have a sense of motivation and commitment to cooperation. Tabrani Rusyan explains that

motivation is a driver of one's behavior to achieve goals (Hastuti, 2016). Motivation is influenced by three factors supporting the integrative negotiation process, namely: the process of giving encouragement, direction, and energy in the long term (Santrock, 2021). A.W Bernard states that motivation is an act of stimulation to achieve the negotiator's goals (Hastuti, 2016). Commitment is the process of fulfilling three basic concepts of human interest, namely: needs, priorities, and company goals. Soekidjan explains that the commitment to prioritize the interests of the company over personal interests (Siadari, 2015).

Negotiators can increase motivation and commitment in four ways, namely: equality of fate, cooperation, commitment, and agreement. Ben Franklin explains that the negotiation process must be carried out by negotiators together. If the negotiation process is carried out by negotiators without togetherness, then the negotiation process results in individual or separate interests "If we do not hang together, we will all hang separately" (Fisher, Gaye & Lincoln, 2020). The negotiation process prioritizes the cooperation of two negotiators to reduce costs and obtain large profits. Gillespie and Bazerman explain that two negotiators can implement the commitments of presettlement settlements. Presettlement settlement commitments are settlement commitments prior to settlement. The presettlement settlements commitment pays attention to the three actions of negotiators during the integrative negotiation process, namely: the results of the agreement are based on the rule of law, there is a clear framework flow, and there are details of long-term agreements (Hendratni & Retnosari, 2020).

e. Trust

In the process of integrative negotiation, the negotiators must create trust between each other. Gibb explains that trust influences the actions of negotiators in the negotiation agreement process. If the two negotiators have a sense of caution, then the two negotiators face the failure of the integrative negotiation process (Gibb, 1982). If the two negotiators have mutual trust in each other, integrative negotiations are carried out by the negotiators easily. Trust is the expectation of each individual to other parties through verbal statements and written statements (Putri, 2019). Yamagisi explains that trust is a negotiator's concern for the rights and obligations of the other party (Susmiyanti,

2000). Butler explains that the trust of two negotiators has an important role in the negotiation process. Deepak Malhotra and Mac Bazerman describe three strategies for building negotiator trust, namely: the exchange of information, the complexity of the topic of negotiation issues, and the complexity of designing a negotiated offer (Malhotra & Bazerman, 2007).

f. Communication Relationship Clarity

Communication is the delivery of information between two negotiators through three concepts, namely: messages, ideas, and ideas from one party to another. James A.F. Stoner explains that communication is the process of delivering information sources to other parties through messages. The lexicographer explains that communication is a negotiator's effort to reach a mutual agreement. If two negotiators communicate, they have a common understanding of achieving the negotiation goals (Saputri, 2019). Neale and Bazerman explain that two negotiators must follow the two conditions of negotiation communication rules. First, negotiators explain the specifications of each other's interests and needs in the negotiation process. In the communication process, the negotiators must have an attitude of information disclosure to each other. In the process of discussing needs, the negotiator must avoid ambiguous statements in the negotiation process. Second, negotiators must interpret the facts on the ground in the same way. If the negotiators have ideological similarities to the facts on the ground, their communication process is carried out easily (Neale & Bazerman, 1991). The communication process has an element of metaphor. Sminth explains that metaphor is a topic of negotiation regarding one negotiation issue through comparison of other issues (Saunders et al., 2015). He explains that the communication metaphor has two purposes. First, metaphors can identify the meaning of the negotiator's words. Second, metaphors provide an understanding of the motives for negotiators' needs (Thomas, 1992). Communication can minimize negotiator conflicts in the negotiation process. If one negotiator performs an act of dominance, the other negotiator can issue formal and structured rules of procedure for negotiating communications.

g. Understanding the Dynamics of Integrative Negotiation

If two negotiators have an understanding of the dynamics of integrative negotiation, then the negotiation process is carried out by the negotiators quickly. Weingart, Hyder, and Prietula explain that understanding the dynamics of integrative negotiation creates integrative behavior. If the two negotiators determine the preference of the negotiation problem, the preference of the negotiation problem can increase the frequency of integrative behavior and achieve greater cooperative outcomes (Weingart, Hyder & Prietula, 1996). Lowenstein, Thompson, and Gentner explain that integrative learning identifies the basic principles and organizational structure through direct comparison (Loewenstein, Thompson & Gentner, 1999).

B. Consumer Rights

Az Nasution explains that consumer law is a rule of law procedure for the scope of consumer service relationships in social life. Consumer protection law is a rule of legal procedure that regulates security between consumers and service providers in accordance with the laws of Indonesia (Dewi, 2015).

Regulation of the Minister of Religion Article 10 No. 18 of 2015 classifies seven consumer rights, namely: guidance for hajj or umrah, transportation of pilgrims for hajj or umrah, consumption of pilgrims for hajj or umrah, health of pilgrims for hajj or umrah, protection of pilgrims for hajj or umrah, protection of officers hajj or umrah, and administration of hajj or umrah documentation (Gunaryo, 2015).

This literature review contains references that will be used as a reference to analyze the results and discuss the research that has been done. Including a review of the theory and concepts that will be used.

Research Methods

The research used a qualitative approach. Researchers employed triangulation data collection techniques and inductive data analysis in qualitative research methods. Also, researchers used a phenomenological research approach. Researchers obtained the data through three data collection techniques, namely: observation, interviews, and documentation. Researchers used PT. Ebad Alrahman Wisata Juanda Sidoarjo as the object of research. PT. Ebad Alrahman Wisata Juanda Sidoarjo is located at Juanda Business Center (JBC) Blok A8-A9, JL. Raya Juanda No.01, Gedangan, Sidoarjo, East Java. The researchers involved four

sources, namely: customer service, hajj handling, hajj administration, and sales marketing of PT. Ebad Alrahman Tourism Juanda Sidoarjo. Researchers utilized three types of data analysis techniques, namely: data reduction, data presentation, and conclusions.

Result and Discussion

1. Steps of the Integrative Negotiation Strategy

a. Problem Identification

PT. Ebad Alrahman Wisata Juanda Sidoarjo could not confirm the schedule for the departure of the hajj for 2021 during the Covid-19 pandemic. PT. Ebad Alrahman Wisata Juanda Sidoarjo has implemented five SiPatuh concepts. The Ministry of Religion provided a guarantee of trust in the use of the SiPatuh program concept at PT. Ebad Alrahman Juanda Tourism Sidoarjo. The Minister of Religion also thwarted the SiPatuh system through the certificate of the Republic of Indonesia number 660, 2022.

b. Interests Identification

The identification of interests caused by the needs and desires of the two negotiators must be realized. Pilgrims wanted Saudi Arabia to immediately open a quota for the Indonesian hajj in 2021. PT. Ebad Alrahman Wisata Juanda Sidoarjo hoped that the pilgrims would be patient and not withdraw the hajj funds.

c. Alternative Solutions

An alternative solution was carried out by PT Ebad Alrahman Wisata Juanda Sidoarjo through two approaches, namely: compensation and concessions. PT. Ebad Alrahman Wisata Juanda Sidoarjo provided a return of hajj funds to pilgrims as a form of compensation. Hajj pilgrims got a refund for the pilgrimage. However, PT. Ebad Alrahman Wisata Juanda Sidoarjo could maintain payment of operational funds that must be paid to third parties. At the concession stage, PT. Ebad Alrahman Wisata Juanda Sidoarjo offered new services in the form of network-based marketing technology consulting in addition to the usual consulting business.

2. Integrative Negotiation Strategy Method

In the case of cancellation of the hajj departure for 2021, PT. Ebad Alrahman Wisata Juanda Sidoarjo used a collaborative method to reach a mutual agreement. PT. Ebad Alrahman Wisata Juanda Sidoarjo explained

Ebad's interests openly according to the facts on the ground. The pilgrims explained that they wanted the pilgrimage in 2021. PT. Ebad Alrahman Wisata Juanda Sidoarjo also wanted to dispatch pilgrims as soon as possible. However, the interests of the two negotiators have an obstacle in the Saudi Arabian government. Currently, the government of Saudi Arabia is still suspending Indonesia.

3. Integrative Negotiation Strategy Success Factors

PT. Ebad Alrahman Wisata Juanda Sidoarjo collaborated with pilgrims to gain profits. The pilgrims have the same goals as PT. Ebad Alrahman Wisata Juanda Sidoarjo. They hope Saudi Arabia will open hajj quota for Indonesia soon. If Saudi Arabia provides hajj quota for Indonesia, they can dispatch the pilgrims as soon as possible. PT. Ebad Alrahman Wisata Juanda Sidoarjo emphasized communication as a success factor in the flow of the integrative negotiation process. In the process of communication, PT. Ebad Alrahman Wisata Juanda Sidoarjo expressed the information transparently as it is. They utilized Whatsapp as a communication medium. PT. Ebad Alrahman Wisata Juanda Sidoarjo has an agreement sheet with the pilgrims. The contract sheet represents the pilgrim's trust to use the service of PT. Ebad Alrahman Juanda Tourism Sidoarjo. The contract sheet plays a role in protecting the rights and obligations of PT. Ebad Alrahman Juanda Sidoarjo Tourism with the pilgrims.

Conclusion

At the problem identification stage, the two conflict parties conducted a search for the root source of the problem. The problem has four sources. First, the Indonesian government issued a certificate of the Republic of Indonesia number 660, 2022. Second, the concept of SiPatuh (Integrated Regulatory System for Umrah and Special Hajj) could not normally be applied by hajj service providers during the Covid-19 pandemic. Third, Saudi Arabia has not provided a hajj quota for Indonesia. Fourth, the Indonesian Minister of Religion is considering the health of Indonesian citizens due to the Covid-19 outbreak.

PT. Ebad Alrahman Wisata Juanda Sidoarjo used a collaborative method. They held a discussion together via WhatsApp and Zoom applications. Two negotiators carried out the discussion process in an open forum.

PT. Ebad Alrahman Wisata Juanda Sidoarjo used the common goal type of destination equation. Common goals are the benefits of negotiating through the cooperation stage. Both parties got the main goal of negotiating benefits. Common

goal is conflict resolution through a win-win method (win-win solution). Hajj pilgrims got a refund of the pilgrimage as desired. PT. Ebad Alrahman Wisata Juanda Sidoarjo could return the pilgrims' funds without disturbing the operational budget.

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