

# Relational Dialectics the Government and Indigenous Peoples in the Pre-Auction of Parking Lots

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## ABSTRACT

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*Keywords:*

dialectical communication,  
government communication,  
indigenous people,  
parking lot auction,  
relational dialectical theory.

The misalignment of objectives in the management of parking lots between the West Kotawaringin District Government and Indigenous communities has led to conflict. The Indigenous People's reasons are that they are local sons, the parking lot used to belong to the sultanate, as their main job, and they are reluctant to learn about online auctions. However, the local government's goal was to reduce conflicts of interest, allegations of maladministration, labor efficiency, and the potential for greater local retribution and non-tax revenue. This research aims to find out how the interaction between the local government and the Indigenous community in resolving conflicts related to the management of parking lots before the auction using relational dialectic theory using a qualitative descriptive approach involving in-depth interviews and document review. This misalignment was analyzed using relational dialectic theory through four perspectives: contradiction, change, aesthetic, and practical. In overcoming conflicts with Indigenous communities during pre-auction, the local government together with KPKNL Pangkalan Bun conducted intensive socialization and dialogue, providing information through various communication channels, and *aanwijzing*. The management of parking lots through auctions is a medium of collaboration between the government and the community in the effort of sustainable regional development and digital transformation.

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## INTRODUCTION

In West Kotawaringin District, parking problems caused by market vendors holding stalls on the roadside indicate an urgent need for the reorganization of public areas (Dinas Perhubungan Kotawaringin Barat, 2022). Local governments need to take concrete steps to reorganize land use and develop fair and efficient parking policies. In addition, the issue of parking land control by certain groups (Radar Sampit, 2022) indicates inequity in access to public resources. This requires government intervention to ensure that car park management is accessible to all levels of society, not just certain groups.

Accountability and good governance are important pillars in the management of public resources, including car park management. The Supreme Audit Agency's recommendations for West Kotawaringin District underline the importance of transparency and accountability towards a well-governed government (Putra & Sentosa, 2021). A recommendation to implement parking lot management using an auction mechanism by the Pangkalan Bun State Wealth and Auction Service Office (KPKNL) is a progressive step that allows for a more open and competitive process, reducing the risk of monopoly and corruption. It also ensures that the most capable and efficient entity in managing the parking lots can be selected, which in turn can improve the quality of parking services.

The West Kotawaringin District Government has an important responsibility to ensure that the parking management process is conducted in a transparent and accountable manner. This includes not only ongoing monitoring and evaluation but also the establishment of constructive dialogue with the community to gain valuable input. One of the indicators of good governance is accountability, public information accessible to the public such as tenders (Biswas et al., 2019) and auctions. Through social media, government transparency and citizen participation can be enhanced towards good governance (Rahmanto, 2022). To create a collaborative environment, the government should take the initiative in promoting a strong communication strategy between stakeholders, including in the process of conducting auctions using digital platforms. Local governments should design and conduct information campaigns that reach all levels of society, using various media and easy-to-understand language.

Previous studies on the auction of enjoyment rights have reviewed the legal aspects (Theodora, 2021) and asset management (Wijaya & Hamidah, 2018), but we have not found any research that reviews the auction of enjoyment rights from the aspects of communication and conflict management. Furthermore, research (Septiawan et al., 2017) discusses the obstacles faced in the pre-auction process at private auction houses, for example in the file submission process, the applicant and auction organizer can overcome it using active communication. The limitation of this study is that this auction is carried out through a private auction house where the auction

house is a pre-post auction service provider that offers paid services. With full assistance from the auction house, the auction applicant and KPKNL almost did not encounter communication conflicts.

Other studies discuss communication which has been shown to have a significant role (as much as 79.3%) in resolving conflicts that are limited to internal KPKNL (Dwijayanti, 2018). In addition to using active communication, to expand public understanding of e-auctions, it is necessary to use various communication channels, including direct meetings, community events, print media (Widyastuti et al., 2024), socialization and education (Yulianti, 2022). However, its implementation has not been optimal due to the impact of the COVID-19 pandemic and the limitations of the research object only covering the auction of the right to enjoy the management of state property formerly managed by PT Perusahaan Manajemen Aset (PT PPA) in the KPKNL Tangerang II work area. Referring to the problems faced, the researcher felt compelled to conduct a study to find out how the government interacts and communicates with indigenous peoples regarding parking lot management and how to resolve differences of opinion or conflict, using the theory of relational dialectics.

## **REVIEW OF LITERATURE**

### **Relational Dialectic Theory**

Relational Dialectics Theory was developed by Leslie Baxter and his colleagues to explain how interpersonal relationships involve opposing tensions, such as autonomy and dependence, intimacy and distance, and stability and change (Littlejohn et al., 2021). The theory aims to understand how relationship partners manage tensions through communication and how those tensions affect relationship dynamics. Baxter characterizes his theory as dialectical meaning that relationships are places where contradictions are managed through discourse (Griffin et al., 2023); (Littlejohn et al., 2021). For Baxter, dialectics refers to the tension between opposing forces within the system. Dialectics is the site of the struggle among meanings that emerge in various and inconsistent discourses. Often this takes the form of an equally compelling "vote" to use the term decision in decision-making.

Relational dialectical theory, developed by Leslie Baxter and his colleagues, develops four viewpoints (Littlejohn et al., 2021) namely:

- a. **Contradiction Viewpoint:** This viewpoint recognizes the existence of opposing tensions in relationships. Baxter emphasizes that relationships are not static, but involve oppositions between different forces, such as autonomy and dependence, intimacy and distance, stability and change. This viewpoint highlights the importance of managing these tensions through effective communication.

- b. **Change Viewpoint:** This viewpoint emphasizes that relationships are always changing and evolving. Baxter recognizes that couples in relationships have to face the challenges of changes that occur in their lives. This viewpoint highlights the importance of flexibility and adaptability in relationships to cope with the changes that occur.
- c. **Aesthetic Viewpoint:** This viewpoint emphasizes the importance of balance, wholeness, and beauty in relationships. Baxter describes a relationship as a unique work of art and has characteristics that reflect the aesthetics of the relationship. This viewpoint highlights the importance of creating harmonious relationships and blending different needs.
- d. **Practical Viewpoint:** This viewpoint emphasizes that practical and aesthetic outcomes in relationships are created through everyday communication. Baxter emphasizes that relationships are not simply a series of statements, but are formed through a process of interactions and actions that occur over time. This viewpoint highlights the importance of effective communication and consistent action in building healthy relationships.

Relational dialectic theory describes life in relationships as constant progress and movement. People involved in relationships are constantly feeling the push and pull of conflicting desires throughout all aspects of relationship life. People want the good, at least leading to change to achieve the good. However, in this case, there is a contradiction of opposites not only when talking about two opposing goals, but also there will always be conflict in achieving a goal (Muniruddin, 2019). The pattern of interaction between the parties involved is already formed in a relational level dialectic that must be negotiated and addressed through joint actions of both parties (Alimadadi et al., 2019).

Relational dialectics theory is used as a tool to observe and analyze the communication process that occurs between the West Kotawaringin Regency government and Indigenous peoples in maintaining social harmony between government and non-government.

### **Auction of Right to Enjoy the Parking Lot**

Auction is the sale of goods open to the public with written and/or oral price offers that are increasing or decreasing to reach the highest price, which is preceded by an Auction Announcement (Kementerian Keuangan, 2023). The Right to Enjoy is a right that authorizes the enjoyment or utilization of goods belonging to another party within a certain period by paying a certain amount of money without changing the ownership status (Kementerian Keuangan, 2023). As an illustration, the auction of the right to enjoy goods includes the right to rent, manage Built, Operate, Transfer (BOT) contracts, and the right to broadcast (Theodora, 2021). The Enjoyment Rights Auction is carried out by KPKNL which has the task of carrying out services in the fields

of state assets, valuation, and auction (Kementerian Keuangan, 2021).

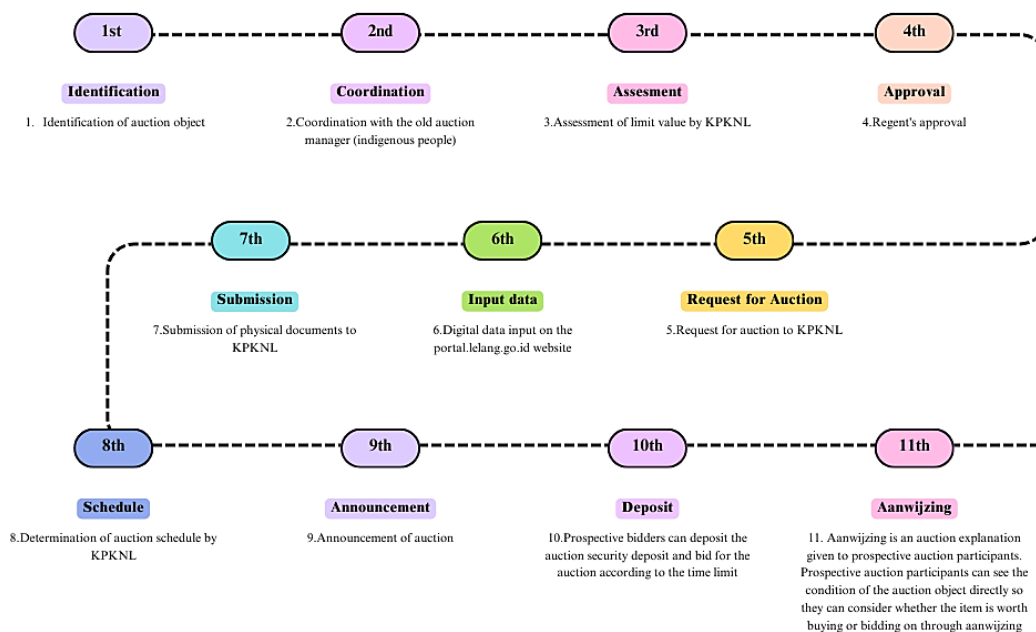
The background and objectives of the right to enjoy auction policy, especially parking lots, hereinafter referred to as parking lot auctions, are to facilitate the governance of state-owned or regional-owned goods so that in addition to all assets can be managed transparently and accountably, it can also increase local revenue and non-tax state revenue. Regarding the analysis of the auction of enjoyment rights, this auction has great potential to be optimized, for example in the management of assets that can be utilized by other parties without changing ownership status, increasing the potential for regional and state revenue through the appointment of managers at the highest and competitive prices.

In its development in serving buying and selling to the public, the auction has been transformed since 1908. The auction is regulated in the auction regulations or *Vendu Reglement* issued by the Dutch government whose implementation is conventional until now it has been transformed into an online auction (e-Auction) in 2014, and the *Lelang Indonesia* application in 2018. For this reason, effective communication is needed to communicate messages to the public through various communication channels both conventional and digital. In general, the flow of auction management at KPKNL includes creating an account and uploading digital documents by the auction applicant. After the digital documents are checked, the auction applicant must submit physical documents to KPKNL.

The flow of pre-auction, auction implementation, and post-auction of parking lots can be seen in flowchart 1. At the pre-auction stage of the parking lot, the West Kotawaringin Regency Government identified the auction object in the form of parking lots. In the previous management, the parking lot was managed by community leaders who then deposited the parking results to the local government. Due to a conflict of interest and the lack of maximum local revenue from parking levies, the West Kotawaringin District Government consulted the KPKNL to carry out a parking lot auction. Then internal appraisers from the West Kotawaringin District Transportation Office conducted an assessment of the parking lots in each zone to determine the auction limit value of the parking lots based on the routine income that the parking attendants deposit daily, weekly, or monthly. The results of the assessment are confirmed in the Decree on the Parking Lot Limit Value by the Regent of West Kotawaringin. After the auction application documents are complete, the West Kotawaringin District Government submits a digital auction application through [portal.lelang.go.id](http://portal.lelang.go.id).

After the digital application documents and physical auction documents are declared complete, the KPKNL Auction Officer will provide an Auction Determination Letter containing information on the auction implementation time and auction announcement time. Furthermore, the auction applicant, hereinafter referred to as the seller, will make an Auction Announcement through a daily newspaper and conduct *aanwijzing* or provide information and opportunities for

physical checks to prospective bidders. The Auction Announcement is also displayed by the Auction Officer on the [portal.auction.go.id](http://portal.auction.go.id) and can be accessed by prospective bidders. For interested prospective bidders, they can create an auction account first on the [portal.auction.go.id](http://portal.auction.go.id) by filling in personal data information and uploading a scan of their Identity Card and Taxpayer Identification Number. After filling in the personal data, a verification process will be carried out by the KPKNL.



**Figure 1. Flow of parking lot auction** (Kementerian Keuangan, 2023; author's processing)

After the account is successfully verified, the bidders can choose the lot or auction object according to the information listed on the website and the Auction Announcement. After selecting the auction lot, the auction participant must deposit an auction deposit of 20%-50% of the limit value or according to the nominal limit value listed on the website. The auction security deposit is deposited through a virtual account to the KPKNL escrow account and will be verified automatically. After the auction security deposit is declared received, bidders can fill in the bid value up to a predetermined time limit. Furthermore, at the time of the auction conducted by the KPKNL Auction Officer along with the seller, all auction bids will be opened and the auction winner will be decided based on the highest bid value.

The winner of the auction appointed by the Auction Officer must pay off the principal price of the auction according to the bid value plus an auction fee of 2% of the auction principal. The entire value of the auction principal and auction duty is deposited through a virtual account to the KPKNL escrow account with a deadline of five working days. For auction winners who do not

pay up to the specified time limit, the auction security deposit will go to the state treasury. For losing bidders, the auction security deposit will be returned to the account in the name of the auction participant. After five working days, the KPKNL treasurer will transfer the net proceeds of the auction to the seller's account. The winner of the auction then has the authority to manage the car park for a predetermined period.

## **METHOD**

The method chosen for this study was a qualitative descriptive approach, involving in-depth interviews and document reviews. The steps in this study were to conduct a document review to see the data on the implementation of the auction carried out by the West Kotawaringin Regency Government. Furthermore, the researchers compiled interview questions as a guideline for conducting the interview. The first interview we conducted was with the Head of the Traffic Engineering Management Section of the West Kotawaringin Regency Transportation Service, who is responsible for managing the parking lot and submitting the auction, via Zoom media. The second interview we conducted was with the Young Expert Auctioneer of KPKNL Pangkalan Bun, as the Auction Official who carried out the auction process, via Zoom media. The third interview we conducted was with the Head of the Nusantara Indigenous Community for West Kotawaringin and the Jokotole Warriors Council of Central Kalimantan, via WhatsApp Call. The fourth interview we conducted was with the Former Head of the Parking Coordinator, via WhatsApp Call.

Data were obtained from interviews via Zoom meeting media and WhatsApp Call which were then poured into interview transcripts. Furthermore, the researchers conducted data analysis using the Miles and Huberman model which includes the process of data reduction, data presentation, and conclusions (Nasution, 2023). The researchers also conducted source triangulation to determine the validity of the data used in this study. The researchers confirmed the interview results so that the information conveyed in this study was under the intentions of the informants. In addition, additional information was collected from secondary sources such as reviewing relevant documents, including periodic auction reports, related regulations, photographs, and archives that support the research analysis. Furthermore, the researchers processed the interview results to be analyzed using dialectical relational theory.

The focus of this research lies on the communication strategy applied by KPKNL Pangkalan Bun and the West Kotawaringin Regency Government through the Transportation Agency in opening a discussion forum for Indigenous peoples to manage parking lots through auctions. The location chosen for the research is West Kotawaringin Regency in Central Kalimantan, which is part of the working area of KPKNL Pangkalan Bun. Previous research

shows that districts located on Java Island and Sumatra Island have greater productivity in either accumulating the number of innovation nominations or the regional innovation index compared to districts located in Kalimantan and the Eastern Region of Indonesia (Hilmawan et al., 2023). However, West Kotawaringin Regency located in Kalimantan Island was selected due to being one of the innovative cities (Handayani et al., 2021) and being one of the pilot areas for the parking lot auction project in Indonesia.

## RESULTS AND DISCUSSION

### Parking Lot Auction

The West Kotawaringin District Government has embarked on an initiative to increase local revenue by conducting an auction for parking lot management. The auction will begin in 2022 and will cover both dedicated parking lots and public roadside parking lots. The auction is conducted by KPKNL Pangkalan Bun as a vertical office under the Ministry of Finance. The main objective of this auction is to optimize local revenue from parking levies. By conducting an open auction, the West Kotawaringin Regency Government seeks to be transparent and avoid suspicion or accusations of maladministration from the public. In addition, the auction is expected to produce the maximum price of parking management, so that the contribution to Regional Original Revenue can be maximized and received at the beginning of the year. The auction also aims to organize parking in urban areas so that there is no more indiscriminate parking that causes congestion and chaos in the city.

The Transportation Agency which has the authority to manage parking lots at the end of each year submits an auction application to the KPKNL for the appointment of parking lot management for the next year for the period January to December next year. However, the implementation of the auction for 2022-2024 still has obstacles, namely that the parking lot management period is not full for one year due to delays in document submission. Parking lots located in the West Kotawaringin Regency area are divided into several zones to facilitate the management and monitoring of parking lots. In addition, the division of zoning or auction lots (as in Figure 1) also aims to minimize the limit value so that the limit value price per zone is expected to be met by prospective bidders.

Apart from being a contributor to Local Original Revenue for local governments, auctions also contribute to Non-Tax State Revenue as a revenue center (Rumengan et al., 2020); (Rabiyah & Firman, 2021); (Yulianti, 2022); (Wijaya & Hamidah, 2018); (Vipriyanti & Meirinawati, 2021); (Ramdani et al., 2021). The data on the achievements of the parking lot auction principal at the West Kotawaringin District Government in 2022-2024 in Table 1 shows variations in the receipt of the sold auction principal. However, in terms of the number of lots, and the number of lots sold, the value of the auction limit has increased. Overall, the implementation of the auction

increased the limit value and formed the best price. These gains are expected to have a positive impact on development and public services in West Kotawaringin Regency.

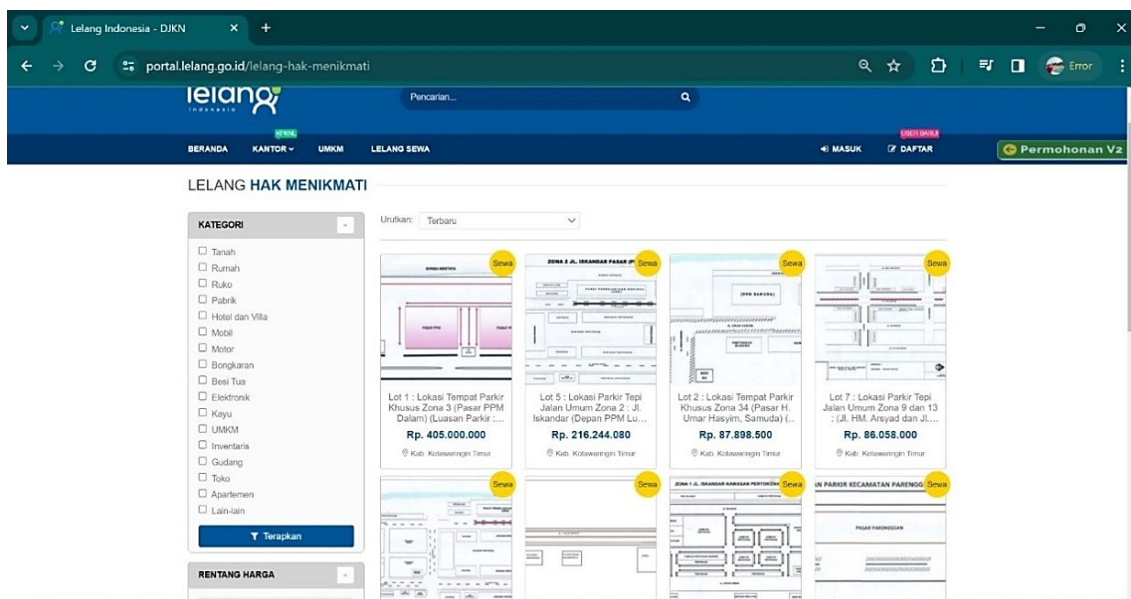


Figure 2. Parking lot auction on auction website (portal.lelang.go.id, accessed on 28 March 2024)

Table 1. Achievement of West Kotawaringin District parking lot auction 2022-2024 (KPKNL Pangkalan Bun Auction Achievement Data 2022-2024, processed by the author)

Component	2022	2023	2024
Number of Lots	20	43	45
Number of Lots Sold	9	11	16
Auction Limit Value	3.160.350.000	2.984.560.000	5.050.000.000
Total Value of Sold Auction Limit	712.350.000	667.400.000	815.750.000
<b>Sold Auction Items</b>	<b>827.599.999</b>	<b>704.559.999</b>	<b>997.296.000</b>
Increase in Limit Value	115.249.999	37.159.999	181.546.000
Percentage Increase in Limit Value	16,18%	5,57%	22,26%
Non-Tax State Revenue	12.414.000	10.568.400	19.945.920
Number of Bidders	19	11	34

The increase in the number of lots is due to minimizing the limit value of each zone and facilitating monitoring and division of areas based on the size of the parking zone. The number of lots sold has also increased because information can be understood so that people are interested in becoming parking managers after seeing several years of parking management and the appointment of parking transparently through auctions. In terms of auction limit values, each year there is an increase in line with the revenue target for local parking levies. In terms of total auction revenue, the year 2024 saw a significant increase compared to last year's auction revenue, with a percentage of over 22%. The increase in auction principal is followed by an increase in non-tax state revenue and leads to an increase in local revenue in terms of parking retribution.

## **Relational Dialectic**

In the pre-auction, auction implementation, and post-auction, there is an exchange of information and communication process between KPKNL as the auction organizer the auction applicant as the seller, and prospective auction participants as prospective buyers. In this process, the KPKNL public relations team and the Auction Officer have an important role in conveying information clearly and transparently, coordinating communication between interested parties, ensuring a common understanding of the auction process and the requirements that must be met, and being able to overcome disagreements that may arise during the auction process. In the Regional Government of West Kotawaringin Regency, the Regional Secretary together with the Transportation Agency tried to build trust in the community through the auction. Based on the authors' analysis, communicators must have credibility in their fields, for example, Auction Officers who have credible information in the auction field and the Transportation Agency that manages parking lots so that the information conveyed by credible parties.

Of the 71 KPKNLs in Indonesia, by 2023 only 14 KPKNLs had successfully conducted auctions of enjoyment rights. The challenge faced by DJKN internally is the unfamiliarity of this type of auction so the potential of enjoying rights auction has not been maximized. In its implementation, the challenge is to assist local governments or ministries of institutions both technical and non-technical such as the creation of accounts and procedures for auction mechanisms. KPKNL in increasing the potential for the implementation of enjoyment rights auctions will continue to be carried out such as exploring potential through massive socialization and education to all service users, as well as optimisation through social media. From the side of the West Kotawaringin Regency government, the Transportation Agency continues to provide simple and clear socialization and information related to parking auctions to the wider community. With the development of technology and digital transformation, auction users who are technology illiterate certainly need assistance and assistance in the application and purchase process. Then, the policy direction hopes that there will be more potential idle assets that can be optimized and managed transparently and accountably through the auction of enjoyment rights. Assistance is not limited to face-to-face meetings, but also through Zoom meeting media, telephone, and Whatsapp. All efforts made are expected to increase community interest in participating in the auction.

Consolidation between the local government and the Indigenous community and the former head of the parking coordinator as the manager of the parking lot before 2022 was carried out as an effort to reduce potential conflicts that would arise because the management of the parking lot would be appointed through an auction. The Indigenous community expressed his objection if the management of the parking lot was appointed through an auction. The reason is that as a native

of West Kotawaringin, the parking lot which belongs to the local government is in the Kutaringin Sultanate area. So the management of the parking lot should be given to local sons. Judging from relational dialectical theory people want goodness, at least leading to changes to achieve goodness. However, in this case, there are opposing contradictions not only when talking about two opposing goals, but also there will always be conflicts in achieving a goal (Muniruddin, 2019).

The contradiction with the local government has led to conflict with indigenous communities. Previously, Indigenous communities were given the authority to manage parking lots in the West Kotawaringin district and deposit the proceeds of parking levies to the Transportation Agency. However, on the local government side, revenue from parking fees was not maximized and required a lot of energy for human resources assigned to collect in several parking zones. The local government's desire to conduct an auction in the appointment of parking management is to maximize local retribution revenue and receive it at the beginning of the year, as well as to avoid conflicts of interest with parking managers. In line with previous research conducted by (Muniruddin, 2019), the solution in this relational dialectical communication is to invite parties to compromise to conduct deliberations and take accurate policies so that each does not feel disadvantaged. The existence of this misalignment of goals, the local government needs to coordinate several times through socialization and deliberation with Indigenous peoples.

In an interview with the former head of the West Kotawaringin District parking coordinator, there was also a conflict of interest in the management of the previous parking lot. The interests of the car park managers were not solely because they were indigenous people, but were also linked to social interests. The social interest in this case is that if the management of the parking lot changes hands, then they will lose their source of income. The parking attendants on duty in the field usually deposit the proceeds of the daily parking levy with the parking coordinator and then deposit it with the Transportation Office. However, if the parking lot is managed by the winner of the auction, the parking attendants will be burdened with daily targets so that they cannot be allowed to miss work because they have to submit daily deposits to the new parking manager. The former head of the parking coordinator also added that the limit value proposed by the local government in the parking lot auction was very high and was paid at once at the beginning, thus burdening potential buyers.

In the parking auction process, the West Kotawaringin District Government continues to build synergy with KPKNL Pangkalan Bun as the auction organizer. Both work together in the process of socialization and education of auctions to the community. In addition, information on the implementation of the auction is openly conveyed to the public through advertisements in daily newspaper media, social media Instagram, Facebook, and WhatsApp Group, as well as collaborating with journalists and the MNC Kobar website. Social media, as a tool in the public

sector, involves the creation and implementation of new ideas in processes, products, services, and delivery methods that significantly improve the effectiveness, efficiency, and quality of services (Kholidin, 2023). With this parking lot auction, the local government has encouraged collaboration between government and non-government in regional development efforts and digital transformation (Saputra et al., 2023); (Przeybilovicz & Cunha, 2024).

Before the auction request is proposed, the local government has assessed the parking lot auction object according to the zone. Even in 2023 and 2024, the parking lot zone was added with the hope that the limit value per zone would be smaller so that the value could be reached by prospective bidders. Before the auction is held, the seller must also carry out *aanwijzing*. The implementation of *aanwijzing* is carried out before the auction is held to provide information to prospective bidders regarding the time of the auction and the auction lot that will be offered. This event is usually attended by the seller, the auction official who will auction the object, and prospective bidders, including indigenous community leaders and former parking lot managers.

**Table 2. Analysis of relational dialectics theory viewpoints** (interview, processed by the author)

<b>Viewpoints</b>	<b>Government</b>	<b>Indigenous Peoples</b>
Contradiction Viewpoint	<ul style="list-style-type: none"> <li>- The government chose auctions as a tool to appoint parking managers to be transparent, secure, and accountable.</li> <li>- Parking management through auction increases local revenue and can be received at the beginning of the year</li> <li>- Budget and energy savings in retribution collection</li> </ul>	<ul style="list-style-type: none"> <li>- The community considers that managing parking lots without auctions is more profitable for them.</li> <li>- Parking lot management as their livelihood</li> <li>- Objection to payment at the beginning of the year and high limit value</li> </ul>
Viewpoint of Change	<ul style="list-style-type: none"> <li>- In the context of digital transformation, the appointment of parking lot management through an online auction conducted through KPKNL.</li> <li>- Conventional and digital communication channels</li> </ul>	<ul style="list-style-type: none"> <li>- People tend to be tech-savvy and reluctant to learn digital media</li> <li>- Reluctant to seek information from digital communication channels</li> </ul>
Aesthetic Viewpoint	<ul style="list-style-type: none"> <li>- The government coordinates with indigenous peoples in an effort to create harmonious relationships</li> </ul>	<ul style="list-style-type: none"> <li>- The indigenous community considers the car park to be in their territory, so they should manage it.</li> </ul>
Practical Viewpoint	<ul style="list-style-type: none"> <li>- Government approaches through dialogue and socialisation to indigenous peoples</li> </ul>	<ul style="list-style-type: none"> <li>- Indigenous peoples are willing to accept auction as a medium for parking lot management by participating in the parking lot auction.</li> </ul>

Socialization and dialogue with Indigenous people and former parking lot managers are not only carried out once before the auction in 2022 but continue to be carried out repeatedly each

year with the hope that through the digitalization of auction technology, the appointment of parking lot management can be selected through transparent channels and reduce potential conflicts of interest. This is in line with the theory of relational dialectics, that to unite differences or disagreements, dialogue is needed (Griffin et al., 2023). The result of this dialogue is the participation of former parking managers in the parking lot auction activities. Thus, both parking managers appointed through the auction can manage the parking lot safely to get maximum retribution. The analysis of the four viewpoints in the relational dialectic theory can be seen in Table 2.

Relational dialectics is part of communication theory that describes relationships as a knot of contradictions. In the context of personal relationships or ongoing interactions, relational dialectics refers to the tendency to oppose or be opposed. The assumptions in relational dialectic theory consist of: (i) Non-linear relationships, namely the existence of contradictory desires. This means that people involved in a relationship feel the tug-of-war between conflicting desires throughout their relationship; (ii) Changes in communication, namely the level of closeness in the relationship affects activities that express togetherness and independence; (iii) Contradiction as a fundamental fact, namely the emergence of tension between two opposing things never stops creating tension and never goes away. Communication aims to manage this tension and negotiate the contradictions that occur in the relationship; (iv) Practical application in relations between the government and indigenous peoples in maintaining social harmony between the government and indigenous peoples is important for both parties to understand and manage contradictions through good communication. The pattern of interaction between the parties involved has been formed in the relational level dialectic which must be negotiated and handled through joint actions by both parties (Alimadadi et al., 2019).

## CONCLUSION

The misalignment of goals in the management of the car park between the local government and the Indigenous community led to several conflicts. The desire of Indigenous people and former parking coordinators to continue managing parking lots is based on the reasons that they are local sons, local government-owned land is sultanate land, parking lot management is their main job, and their reluctance to learn new digital technology, namely parking lot auctions. In contrast, the local government's objective is to reduce conflicts of interest, allegations of maladministration, labor efficiency, and the potential for greater local retribution revenue that can be received at the beginning of the year. This contradiction was then analyzed using the theory of relational dialectics. As a result, the efforts made by the West Kotawaringin Regency government include intensive socialization and dialogue, providing information through various communication

channels, and conducting *aanwijzing* before the auction. In delivering messages, KPKNL and the West Kotawaringin Regency Government use various communication channels both conventional and digital. The parking lot auction is not only to increase local revenue and non-tax revenue but also as a medium for collaboration between government and non-government in sustainable regional development efforts and digital transformation.

This research is expected to be a recommendation for parking management policies in Indonesia because, in addition to increasing local revenue in terms of parking levies, auctions are also a transparent and accountable parking management mechanism. This research is also expected to add knowledge to the field of relational dialectic theory enrich scientific information in the field of communication. The limitations of this research are that the research sample is in the Kalimantan region and amounts to one district so policy implementation for other regions needs deeper analysis.

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