



## Organizational Communication and Conflict Management

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### ABSTRACT

Communication in an organization is an interaction of activity within an organization. But in communication activities may go beyond the boundaries of the organization itself. Often the publications work rather than need to be known to people outside the organization. Become a publication of consumption and become a problem for the organization. Public issues become problematic for that organization. Therefore, the organization of communication problems within the joint organization is important for two things, it's the problem of self-communication and the organization problem. Conflicts within an organization can be avoided but can be eliminated. Conflict within an organization can occur between individuals, a group is an individual conflict between groups and other groups. Not all conflicts have negative and organizational disadvantages. Conflict is capable of making a profit for a well-controlled organization, on the contrary, if the conflict is opened in good control, it could be detrimental to the interests of that organization. All the problems that arise in the organization will soon be solved if it is with the organization and it has taken place within the organization can run healthy.

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**Keywords:** Communication, Organization, Conflict.

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## INTRODUCTION

In his life, man needs communication, whether it's communication with other individuals or with groups or societies. It shows that humans are formed as a result of social interaction with one another within a group or society. Muhammad (2005) said that the importance of communication for human beings was undeniable, and so was it for an organization. With good communication, an organization can run well, smoothly, and succeed. Otherwise, a lack of communication will cause conflict between members of the organization and its impact can interfere with communication within the organization. Brent Ruben (in Muhammad 2005) stated that communication resolution is a process through the individual as a whole. In groups, organizations, in societies, they create,

voice tools or muscles of the body. In this stage, the human brain receives messages that contain a variety of things, memories, or thoughts about the meaning of the message. The recipient receives signals through the senses of hearing, vision, sense of smell, and so on, and then the messages are described and interpreted in the brain.

- a. Source of disturbance In this model, there is a factor of interference in communication at the time of transmission of the signal and the transmitter in receiving the message.

Shannon argues that four things can be used to neutralize interference:

- a) increase the strength of the signal. This is done by increasing the volume of voice when the message is delivered in a crowded place so that the message can be received and interpreted well by the recipient.
- b) direct the signal correctly. For example, when a message is delivered through a radio medium, the radio volume is set in such a way that the listener can receive the message correctly.
- c) Redundancy is a repetition of a message. Sometimes redundancy does not need to be performed if the message is delivered in a quiet condition. However, when the situation is crowded or bumpy, redundancy needs to be done so that the signal can reach the recipient clearly, for example repeating some important statements in the process of delivering the signal.

William J. Seiler gives a two-way communication model that is universal. That is, there is a recipient and a receiver of the message. According to Seiler, the delivery of a message has four roles: 1) Determining the meaning to be communicated, 2) Encrypting meaning into a message, 3) Sending a message and observing, 4) Witnessing the response of the recipients.

A message is a stimulus generated by a source. Messages can contain words, grammar, organization, voices, and disturbances. Every stimulus that affects the recipient is a message whether it's intentional or not. The channel referred to in this model is the path through which the message will be passed to the recipient. The recipient component can be individuals or groups of individuals who have the task of analyzing and interpreting messages. The following are the roles of the recipient in communication:

- a) The reception of messages can be done by hearing, seeing, whispering, or feeling. Following the message intended for them, by focusing attention on a particular stimulus and eliminating interference that can disturb the recipient.
- b) Respond to the sender of messages, channels, environments, interference, and messages.
- c) Save and recall messages.
- d) Translate and write messages. The Seiler model, in addition to stressing the importance of feedback, also emphasizes the significance of environmental factors in the communication process that can affect the quality of such communication.

In this study, researchers try to look for previous research as a reference to research. The first penalty is Organizational culture is a tool to increase the qualities of the organization, and further as guidance and values for their daily activities as well. Faculty of Medicine, Universitas Indonesia (FKUI) as the leading medical faculty in Indonesia, is required to adapt to its external environment also. FKUI then formulated I'Ve Care as its organizational culture. This study aims to analyze and describe the formation of I'Ve

Care as the organizational culture, the factors that hold up, and the evaluation most needed. The research method is qualitative, by case study, through in-depth interviews. The results obtained from this study, that the formation of organizational culture is not yet optimal embedded due to these factors: storytelling, communication, positive problem solving, storytelling about the founder and the leader, leadership, role models, norms, expectations, values, rewards system, career management, recruitment, and staff placement, socialization to new staff, training and workshop, organization contact number, participation in decision making, coordinating between groups, and personal transformation. However, FKUI needs a holistic evaluation regarding the formation of organizational culture (Altamira Bunga & Rusfian, 2019).

Next research on today's fast-paced and highly competitive modern era, every organization needs to continue innovation to be relevant in achieving goals and winning the competition. In government institutions, one aspect that determines the success of adopting innovation is the dynamics of organizational communication in the decision-making process. This type of research is descriptive qualitative using the case study method. The data analysis technique used is qualitative data analysis, according to Miles and Huberman. The technique used to test the credibility of qualitative research is triangulation, and this research uses source triangulation. Apart from that, the researcher also compares interview results with documentation studies. These results show that the decision-making process for implementing E-Government innovation in the Kupang City Government generally follows Rogers' theory. However, at every decision-making stage, there are still communication barriers such as differences in perception, semantic and technical interference, limited information-sharing practices, absence of feedback, and low motivation among organizational members regarding implementing E-Government innovation (Yoseph Riang, Mikhael R.Bataona, 2024)

Then seen from the investigation Innaka related a successful event requires good communication between the project team and the account executive involved in the event. The project team is assigned to perform the project tasks while the account executive is responsible for initiating and maintaining favorable relationships between the company's internal team. The purpose of this research is to analyze the communication flows between the project team and the account executive at Twisbless Event Organizer and to investigate the common communication obstacles in Twisbless. The conceptual framework used was organizational communication theory. The research used the qualitative method. The subjects were employees of Twisbless who acted as project team and account executive. Data were collected through interviews and observations of four Twisbless employees. The results revealed that the organizational communication that occurred between the project team and the account executive at Twisbless was internal and external. The internal communication flew in four directions: upward, downward, diagonal, and horizontally. Communication barriers found were technical disturbances, semantic disorders, physical barriers, psychological disorders, and perceptual gaps, all of which might cause problems if the event organized failed to meet clients' expectations (Hasanti, 2019).

Organizational Communication is the type of communication that occurs within a particular organization. In the context of an organization that has a formal and informal structure, it is important to note that the third element in the continuum of communication is interpersonal communication. Organizational communication involves the process of sending and receiving the various messages that occur within the formal and the informal groups of an organization. Formal communication is the kind of communication approved

by the organization itself with a focus on the interests of the organization, including information about the way the organization works, productivity, as well as the tasks to be done within the organization, such as memos, policies, statements, press meetings, and official letters. On the other hand, informal communication is a socially accepted form of communication, with more emphasis on the individual member than the organization as a whole. Every day, the process of communication takes place continuously, both in the interaction between individuals and within groups or organizations.

## **RESEARCH METHODOLOGY**

According to Zed method in this article uses the library research method by gathering data by understanding and studying the theories from various literature related to the research. There are four stages of library study in research, namely preparing the necessary tools, preparing a work bibliography, organizing time, and reading or recording research materials (Adlini et al., 2022).

Such data collection uses a method of searching for sources and constructing from various sources such as books, journals, and previous research. Library materials obtained from these various references are critically analyzed and must be in-depth to support the proposition and ideas (Adlini et al., 2022).

According to Zed in the study of libraries, there are at least four main characteristics that writers should pay attention to: First, the writer or researcher is dealing directly with the text (nash) or numerical data, not with the direct knowledge of the field. Second, the data of the library is "ready to use" which means that the prosecutors are not directly connected because the researchers are directly dealing with the data sources that are available in the libraries. Third, library data is generally a secondary source, in the sense that researchers obtain material or data secondhand and not original data from the first data in the field. Fourthly, the state of the library's data is not limited by the flow and time (Supriyadi, 2017).

Based on the above, the data collection in the research is carried out by scanning and/or exploring several journals, books, and documents (whether in print or electronic form) as well as sources of data and or other information deemed relevant to the research or study.

## **RESULT AND DISCUSSION**

### **Communication Principles**

According to Seiler (in Muhammad: 2005) there are four basic principles of communication, namely:

1. Communication is a message. Communication is also not something that can be caught with a hand to investigate. Communication, according to Seiler, is more of a weather occurrence of a variety of complex and constantly changing variables. Sometimes warm weather, the sun shines, at other times cold and humid weather. Weather conditions reflect a complex interrelated variation that has never been duplicated. so communication is variable and can bring about change.
2. Communication is a system. Communication consists of several components and each component has its functions. The functions of each of these components are connected to produce communication. If one of the components does not function as it should, it affects the entire communication process, because one component will influence the other component that is integrated into a system.

3. Communication is interaction and transaction. The term interaction means exchange of communication.
4. Communication can occur either intentionally or unintentionally. Deliberate communication occurs when a message has a specific purpose. If an unintentional message is sent to the intended recipient, or not intended for a specific person, then it is called an involuntary communication. The ideal communication occurs when someone sends a specific message to someone else who wants to receive it. But that's not a guarantee that the message will be effective. Sometimes there is also a message that is deliberately sent to the intended person but is not intentionally received by the person. So, from some of the explanations above, it's clear that communication can be either intentional or unintentional.

### **Konsep Kunci Komunikasi Organisasi**

Gildhaber (1986) defines organizational communication as the process of creating and exchanging messages in a network of relationships that depend on each other to overcome uncertain environments. From this definition, there are seven key concepts, namely process, message, network, interdependence, relationship, environment, and uncertainty. The following is a key concept of organizational communication (Muhammad: 2005):

1. A process of an organization is an open dynamic system that creates and exchanges messages between its members. Because the symptom creates and exchanges this information running continuously and there is no stopping, it is said to be a process.
2. Messages The message is a meaningful arrangement of symbols about objects, and events generated by interaction with other people. To communicate, one must be able to build a mental picture, name it, and develop a feeling for it. Such communication is effective if the message sent is meant to be the same as the sender.
3. An organizational network consists of a series of people who each occupy a certain position or role in the organization. The creation and exchange of messages from these peers happens through a small set of routes called communication networks. This network of communications may include just two people, a few people, or even an entire organization. The broad reality of this network is influenced by many factors, among others: the relationship of feelings, the direction and flow of messages, the frequency of truth and the flow of messages, and the content of the message.
4. Dependency The state of interdependence of one part with the other in one organization has become the nature of an organization that is an open system. When one part of the organization suffers from eating disorders, it affects the other part and possibly the entire organizational system as well. The same is true of a communication network within an organization that needs support to complement each other so that the organization can work properly.
5. Relationship Since the organization is an open system, the system of social life, then to function those parts lie in the hands of man. In other words, a network through which the path of messages within an organization is connected by humans. Therefore, human relationships in organizations that focus on the communication behavior of people involved in a relationship need to be studied.

Human relationships in organizations range from simple relationships between two people or dyadic relationships to complex relationships, that is, relationships within small groups, as well as large ones within organizations.

6. The environment is a physical totality and a social factor that is taken into account in the decision-making of individuals within which an environmental system can be distinguished as the internal environment (employees, staff, functional groups of the organization, and other components of the organization such as purposes, products, etc.) and the external environment.
7. Uncertainty is the difference between the information available and the information expected. To reduce this uncertainty, organizations create and exchange messages among members, conduct research, and develop organizations. Uncertainty in an organization is also due to too much information received than is needed to cope with their environment. Therefore, one of the primary tasks of the organization's communication is to accurately determine the amount of information needed to reduce uncertainties without excessive information.

### **Conflict Management**

Conflict management is an approach created by organizational leaders to optimize conflict through processes of identification, classification, cause analysis, as well as problem resolution. With the application of good and proper conflict management, it is expected to address problems that arise in the organization and is further expected to have a positive impact on improved employee performance.

Robbins (1996) states that conflict is a process of interaction that occurs as a result of the inconsistency between two opinions (point of view) that influence the parties involved both positive and negative influence. These powers are the source of human desire. The term conflict itself is translated into several terms: differences of opinion, competition, and hostility.

Conflict is not always to be avoided because the consequences are not always negative. A variety of mild and well-controlled conflicts have positive consequences and benefit both those involved and the organization. Conflict can be said to be a lesson for members of organizations in managing organizations.

### **Types of Conflict**

According to Stoner and Wankel (1993), there are five types of conflict, as follows:

1. Intrapersonal conflict Intrapersonal conflict is a person's conflict with himself. Conflict occurs when at the same time one has two desires that cannot be fulfilled at once. If conflict is left behind, it creates unpleasant circumstances. There are three forms of Intrapersonal conflict: an approaching conflict, for example, a person faced with two equally interesting choices; a conflict approach-avoidance, for instance, the person facing two complicated choices. A conflict of avoiding-avoiding, such as a person confronted with something that has both positive and negative values at the same time.
2. International conflict is a conflict between one person and another because of a conflict of interest or desire. It often happens between two people of different statuses, offices, fields of work, and so on. This international conflict is an

extremely important dynamic in organizational behavior. Because this kind of conflict will involve some roles of some members of the organization that cannot and will not affect the process of achieving the organization's goals.

3. Conflicts between individuals and groups.  
It is often related to the way individuals face the pressures of conformity, which their working group stresses. For example, one can say that an individual can be punished by his working group because he cannot meet the norms of productivity of the group in which he is.
4. Conflict between groups within the same organization. This is a type of conflict that often occurs within the organization. Conflict between line and staff, workers and workers-management are two kinds of fields of conflict between groups.

Examples are in the economic sphere where the United States and other countries are seen as a form of conflict. This conflict is usually called competition. This conflict, based on experience, has led to the development of new products, new technologies, new services, lower prices, and more efficient use of resources.

### **Conflict Roles**

Conflict is a force for positive change within an organization. In the modern view, conflict can be beneficial to organizations. Robbins (1996) discusses conflict in terms of human relations and interactionist perspective. It's explained that conflict is natural and will always happen. Conflict is part of interpersonal experience therefore conflict can be avoided. Because it can be avoided, it is best to manage conflict effectively, so that it can benefit and bring improvement in the organization in a better direction. Conflict is not always detrimental to the organization as long as the conflict is handled well then the conflict can:

- a) Leads to innovation and change.
- b) Empower people to act.
- c) Contributes to the protection of things in the organization.
- d) It is an essential element in the analysis of organizational systems.

Conflict prevention as a joint: a) Discipline. b) Communication. c) Active listening. d) Consideration of experiences and stages of life.

### **Conflict Management**

Humans are social creatures that can't live on their own, human beings will meet and interact with others. As long as they meet and interact, there must be a lot of problems that often happen or that we often hear is conflict. Conflict arises between one and the other, even in the life of the organization. This is inevitable because the life of an organization is characterized by the presence of innovation, change, and ideas of individual individuals who are so vulnerable to conflict. Etymologically, conflict comes from the English conflict and the Latin configere. Conflicts that often occur in organizations are inconsistencies between individuals because they have different thoughts, opinions, and purposes (Defano Tanur, Marsya Nisa Razita, 2023).

Conflict management is a process-oriented approach that guides the forms of communication (including behavior) of actors and external parties and how they influence interests and interpretation. For external parties (outside the conflict) as third parties, all they need is accurate information about the situation of conflict. It's because effective

communication between perpetrators can happen if there's trust in third parties (Jefri Heridiansyah, 2014)

To deal with conflict effectively, we need to know our abilities and also those of the parties to the conflict. Spiegel (in Juanita) explains that there are five actions in conflict management:

1. Competition This action is done if one's interests prevail over the interests of others. These action choices can be successfully carried out if the situation requires quick decision-making. Of course, a win-win solution will happen in this action.
2. Avoid conflict. This action is carried out if one of the parties wants to avoid conflict both physically and psychologically. Avoiding conflict can be done if either party tries to cool one or freeze a confirmation for a while.
3. Accommodation. That is if one side surrenders and sacrifices some of its interests so that the other side gains from the conflict situation. This action is often referred to as self-sacrificing behavior. The consideration between personal interests and good relationships is the main thing here.
4. Compromise This action can be taken if both sides feel that good relations are crucial. Both sides will sacrifice part of their interests to get a win-win solution.
5. Collaborate Create a win-win solution by working together.

## CONCLUSION

Communication in an organization is an intern activity within an organization. But in practice, communication activities within the organization can go beyond the boundaries of the organization itself. Often, publications that people outside the organization do not need to know have become public consumption and become an issue for the organization. Public affairs have become a special issue for the organization. Therefore, the problem of communication in an organization concerns two things, the communication problem itself and the organization problem. Conflict within an organization is unavoidable but can only be eliminated. Conflicts in an organization can occur between individuals and individuals, individual conflicts with groups, or conflicts between groups and others. Sleeping the roof of all conflict has a negative impact and is detrimental to the organization. Well-managed conflicts can benefit the organization, otherwise, when conflicts are not handled properly and are openly escalated, they can be detrimental to the interests of the organization. All the problems that arise within the organization will soon be resolved when the communications that are going on within the organization can run well.

In everyday life, humans are always required to build relationships between one and the other. It's a combination of different individuals, different ethnicities, different cultures, different religions. Man as existence is the embodiment of a creature that is required to always satisfy its needs. This need as the demand of a competitive world reality. In order to realize that existence, man tries to predict social reality so as not to fall into impotence. So humanly demanded to fulfill all of that. Communication activities within an organization are aimed at forming mutual understanding and equalizing experiences among members of the organization. With good communication, an organization can run smoothly. On the contrary, the lack or absence of communication, the organization can collapse. Therefore, leadership in organizational communication is crucial because the presence of leadership is one of the spears of success in organizing.

To observe communication within an organization, three approaches can be applied, namely: The first is the Macro Approach, in the macro approach, an organization is seen as a global structure that interacts with its environment. When interacting, the organization engages in activities that are, processing information and environment, identifying needs and goals, performing integration with other organizations, and setting organizational goals. Important types of communication at this level include interactions between group members, such as, communication related to orientation and training, communication aimed at involving group members in group tasks, communication that plays a role in the organizational climate, communications related to supervision and direction of work, communication to assess the level of satisfaction of members within the organization.

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