



**MANAJEMEN KONFLIK ORGANISASI DALAM MENCIPTAKAN
KOMUNIKASI EFEKTIF TENAGA KEPENDIDIKAN
PERGURUAN TINGGI**
(Studi Kasus di Universitas Darul Ulum Jombang)

**ORGANIZATIONAL CONFLICT MANAGEMENT
IN CREATING EFFECTIVE COMMUNICATION OF HIGHER
EDUCATION EMPLOYEES**
(Case Study at Darul 'Ulum University Jombang)

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Abstrak

Manajemen konflik termasuk pada suatu pendekatan yang berorientasi pada proses yang mengarahkan pada bentuk komunikasi (termasuk tingkah laku) dari pelaku maupun pihak luar dan bagaimana mereka mempengaruhi kepentingan (interests) dan interpretasi. Hal ini karena komunikasi efektif di antara pelaku dapat terjadi jika ada kepercayaan terhadap pihak ketiga. Tujuan penelitian ini adalah untuk menjelaskan bagaimana manajemen konflik meningkatkan komunikasi yang efektif. Konflik dapat terjadi pada siapa saja dan dimana saja dengan tidak mengenal status, pendapatan dan kedudukan. Seseorang yang tidak mampu mengelola konflik akan menjadi bumerang bagi kinerja dirinya sendiri dan akhirnya berdampak pula bagi kinerja perusahaan. Penelitian ini menggunakan pendekatan studi kasus deskriptif kualitatif yang memuat gambaran atau gambaran mendalam tentang apa yang dialami oleh subjek penelitian secara keseluruhan dengan menggunakan deskripsi berupa kata-kata sedangkan fokus penelitian ini membahas: manajemen konflik, komunikasi efektif dan organisasi. Penelitian ini akan menggunakan studi pustaka sebagai teknik pengumpulan data. Dengan demikian dibutuhkan strategi mengelola konflik sebagai salah satu upaya untuk menciptakan kinerja baik untuk kinerja individu karyawan maupun kinerja team. Peran manajemen sangat dibutuhkan untuk mengatasi konflik yang terjadi karena dampak dari konflik tersebut akan berimbas pada kinerja dan efektifitas pekerjaan khususnya di Universitas Darul Ulum Jombang.

Kata kunci: manajemen konflik, komunikasi efektif, organisasi

Abstract

Conflict management includes a process-oriented approach that directs the form of communication (including behavior) of actors and outsiders, and how they affect their interests and interpretations. This is because effective communication between actors will occur if there is trust in the third party. The purpose of this study is to explain how conflict management improves effective communication. Conflicts can occur to anyone and anywhere regardless of status, income, and position. A person who is unable to manage conflict will backfire on his performance and ultimately affect company performance. This study uses a qualitative descriptive case study approach that contains an in-depth description of what is experienced by the research subject as a whole using descriptions in the form of words, while the focus of this study discusses: conflict management, effective communication, and organization. The literature study has been conducted as data collection technique. Thus, a conflict management strategy is required as an effort to create a good performance for individual and team performance. The role of management is also needed to resolve conflicts that occur as they would impact the work performance and effectiveness, especially at the University of Darul Ulum Jombang.

Keywords: conflict management, effective communication, organization.

INTRODUCTION

One of the indicators of organizational success is reflected in the performance that resulted comprehensively, be it in the financial aspects, human aspects, aspects of work methods and a conducive environment. Regarding the performance of human resources (HR), it is influenced by two main categories of factors namely internal factors and external factors of human resource (Kaushal and Kwantes 2006). West (2002) and Tjosvold et al. (2002) revealed that an organization will not run properly if there is no role of the leader as the person in charge of the organization. The larger the organization and the more specialized its activities, the greater the possibility of conflict (Eisenhardt et al. 1997 and Tang 2007).

University is one of the higher education providers that are required to play a role in the development of education, one of which is manifested in improving the quality of both the quality of education and the quality of service. This aspect of service quality cannot be separated from the human resources who run the system both online and manually, which must be supported by human resources who are ready and able to maximize output in the form of service performance and have high organizational commitment. Recently there has been an increasing demand for organizational leaders to understand that personal life and work have changed, and are not two separate things (Lia Nirawati, 2009).

Dozens of employees and lecturers of University of Darul Ulum (Undar), Jombang, East Java, held a demonstration in front of the university foundation office on Monday (27/5/2019). They protested against the foundation in charge of Undar, that is the Darul Ulum University

Foundation, due to unpaid rights of employees and lecturers in the form of honoraria for seven months. The protesters accused the foundation of deliberately refusing to fulfill the rights of employees and lecturers as an aftermath of an internal conflict that had been going on since April last year. (<https://surabaya.tribunnews.com/>).

According to Eisenhardt et al. (1997) conflict is a process of interaction that happens due to a mismatch or difference between two opinions or point of view, whether it occurs in size (organization), degree of specialization given to members of the organization, clarity of jurisdiction (work area), conformity between members goals and organizational goals, leadership styles, and reward systems that influence the parties involved, both positive and negative. Meanwhile, according to Lambert et al. (2006) conflict is a situation that occurs when there are differences of opinion or point of view among several people, groups or organizations. Self-defense, at least between two groups, who have different goals and views to achieve one goal, and they are in a position of opposition rather than cooperation. If an organization firmly resists the change, then the conflict situation will not subside. The tension will increase "the temperature" and each new conflict will further disintegrate the relevant sub-units of the organization (Lambert et al. 2006).

Integrative alternatives are considered difficult to come by. When this happens, the conflict will deepen if the aspirations of individual or others are rigid and persistent.

Aspirations can result in conflict for one of two reasons, namely that each party has reasons to believe that they are capable of obtaining a valuable object for themselves or they believe that they have

the right to own that object. The first consideration is realistic, while the second is idealistic.

Human factors: Caused by superiors, mainly because of their leadership style; personnel who maintain rigid rules; and also due to individual personality issues, including egotism, temperamental, fanatical attitudes, and authoritarian attitudes. While for organizational factors, competition generally arise in the use of resource. When any resources, whether in the form of cash, material, or other means are limited, there might be competition in their use. This condition has the potential to cause conflict between units/ departments within an organization.

Conflicts in organizations can be triggered by various things, including: (1) The differences in objectives between organizational units that have a significant share. Each unit in the organization has a specialization in its function, task and field. These differences often lead to conflicts of interest between these units. For example, the production unit wants a relatively low price in order to attract more consumers, while the sales unit expects a high price to promote the product and benefit the company; (2) Interdependence of Duties. Conflict happens because of the interdependence between one group and another. A group may not work smoothly and quickly if the previous group tasks have not been completed, so the work process is delayed; (3) Differences in value and perception. A certain group can hold negative perceptions if they feel like being unfairly treated. Relatively young managers have the perception that they are given quite heavy and complex tasks, while senior managers are assigned few and simple tasks; (4) Jurisdictional Obscurity. Conflicts occur because of unclear

regulatory boundaries, that is overlapping responsibilities; (5) Status issue. Conflict can occur when a unit/ department tries to improve and increase its status, while other units/ departments perceive it as something that threatens their position in the organizational hierarchy status; and (6) Communication barriers, be it in planning, supervision, coordination and even leadership. Errors in communication can lead to conflicts between units/ departments.

It is revealed in research by Irawati (2007) that differences that arise in organizations can cause disputes or even conflicts within the organization. The existence of job design and job description automatically positions a person as a competitor to one another, thus creating competition which often has negative impact on the overall performance of the organization. Currently, job descriptions are starting to be abandoned and have been shifted to the team description system. If there is unnecessary competition and even hostility, the leader must be able to understand what is desired by members of his organization and try to resolve conflicts that arise without harming the organization itself. In other words, management must be able to facilitate various activities within the organization to produce good performance with a minimal level of internal conflict.

Within the organization, the flow of information and communication occurs in the form of communication between members of the organization, between leaders and subordinates, or vice versa. With these understanding, communication within an organization binds to the unity of the organization.. Communication helps organizational members achieve individual and organizational goals, respond and

implement organizational changes, coordinate organizational activities, and play a role in almost all relevant organizational actions. The main issue in organizational communication is how to convey information throughout the organization and how to receive information from the entire units of the organization properly. The direction of the flow of organizational information is formal and informal. With the existence of a flow of information, it can be seen whether the information can be conveyed properly or not. If the information delivered follows the need, then communication is carried out effectively. A good leader is a leader who carries out leadership effectively. In order to carry out good leadership, effective communication is needed. Effective communication of a leader will make educational staff carry out certain activities that have an impact on awareness, and excitement. With such an atmosphere, job satisfaction and performance are expected.

According to Morissan, organizational communication happens in a large network of cooperation, which includes all aspects, both interpersonal and group communication. Group communication addresses topics such as organizational structure and functions, human relations, communication, also organizational processes and organizational culture. Good communication makes information flow and coordination get better so that it can fulfill the goals and ideals of the organization. Organizational climate and culture that can bring members to achieve good performance by organizational goals are not easy to create. The unique of human characteristics and behavior are a source of difficulties. Organizational goals will not be

optimal if there are differences in perceptions.

Research on conflict management has been conducted before (Shih & Susanto, 2010; Montes, Rodriguez, & Serrano, 2012; Gross, Hogler, & Henle, 2013; Hasibuan, 2016; Beitler, Machowski, Johnson, & Zapf, 2016; Ghavifekr, Nair, & Ibrahim, 2019; Lahana, Tsaras, Kalaitzidou, Galanis, Kaitelidou & Sarafis, 2019). Shih and Susanto's research (2010) on conflict management styles, emotional intelligence and work performance in public organizations shows that emotional intelligence is an antecedent of conflict management styles for integration and compromise styles. This study also states that the integration style specifically mediates the relationship between emotional intelligence and performance. Research by Montes, Rodriguez, and Serrano (2012) on the affective choice of conflict management styles shows that positive mood and feelings correlate with respondents' preferences or tendencies for more cooperative conflict management strategies. In addition, Gross, Hogler, and Henle (2013) conducted research on processes, individuals, and conflict management in organizations in relation to Weber's theory of formal and substantive rationality benefiting organizations and society by promoting more positive perceptions of corporate behavior.

Other research on conflict management is a study by Hasibuan (2016) on conflict management strategies. The results showed that students who came from outside Java were more likely to use a conflict avoidance approach. Research by Beitler, Machowski, Johnson, and Zapf (2016) shows that older employees experience less customer stressors. Older employees reported being more likely to use active constructive

conflict management styles more effectively. In contrast, younger employees reported benefiting less from using management strategies and exhibiting higher levels of exhaustion. While a research by Ghavifekr, Nair, and Ibrahim (2019) on the practice of conflict management strategies in schools shows that communication, authority, rewards, resources, personality, human relations and task allocation are the main factors that cause conflict. The results of this study also state that the collaborative, accommodation and compromise approaches are the main strategies used by school leaders, senior assistants, and teachers when facing conflict situations.

Conflict Management

Conflict is a situation where individuals are confronted with two or more goals or choices and the individual must choose one of these options. When a disagreement arises, it has an effect on individuals and outside that do not agree with the objectives, thus causing a conflict between the forces that exist in individuals alone or between individuals and other parties.

Conflicts in organizations arise because of the involvement of individuals with occupational organizations at work. According to Handoko (2015) five types of conflict in organizational life are as follows.

1. Conflict within individuals occurs when individuals are faced with uncertainty about the work they are expected to do, when various job demands conflict, or when individuals are expected to do more than their ability.
2. Conflict between individuals within the same organization, wherein is often the result of personality differences. This conflict also stems from many conflicts

between roles and duties (such as between boundaries and subordinates).

3. Conflicts between individuals and groups, which relate to individuals, perceive the pressure to diversity imposed by their work groups which burden them into conflict that ultimately disrupt the work of jobs.
4. Conflict between groups within the same organization, because there are conflicts between groups.
5. Conflict between organizations, arises as a result of competitive forms that lead to the development of new products, technology and services, lower prices, and more efficient use of resources.

Effective Communication

Communication is an important medium for personal formation or development and for social contact. In communication, have many glasses of type. Interpersonal communication is communication that takes place in a face-to-face situation between two or more people, both organically and in a crowd (Wiryanto, 2004). Interpersonal communication has the potential to carry out an instrumental function as a tool to influence and persuade others, because one can use one's five senses to enhance the power to persuade the message that one person communicates to the communication.

Theodorson (in Rohim, 2009) further argued that communication is the process of transferring information from one person or group of people by using certain symbols to one person or other group which contains certain influences. Effective communication is characterized by good interpersonal relationships, because every time we communicate, we are not only imparted to convey the correctness, but we also determine the level of interpersonal

relationships, not just defining content but also relationship relationships.

According to Seiler (in Muhammad: 2005) there are 4 basic principles of communication, namely as follows.

1. Communication is a process. Communication is also not something that can be captured by hand for scrutiny. According to Seiler, communication is more of a climate that occurs in a variety of complex and constantly changing variables. Sometimes the weather is warm, the sun is shining, at other times the weather is cold and humid. The weather conditions are complex in a complex interconnected variant that is never duplicated. Being communicative is variable and can lead to change.
2. Communication is a system. Communication consists of several components and each component has its respective tasks. The tasks of each of these components relate to one another to produce a communication. If one of the components does not function as necessary, it will affect the communication process as a whole, because the components will affect the other components that are integrated in a system.
3. Communication is the nature of interactions and transactions. The term interaction is meant as mutual exchange of communication.
4. Communication can happen intentionally or unintentionally. Intentional communication occurs when a message that has a meaning is meant to be sent to the intended recipient. While the message that is not intentionally sent or not intended for a particular person, the term is called an accidental communication.

Ideal communication occurs when someone sends certain messages to others who they want to receive them. But it is not a guarantee that the message will be effective. Sometimes there are also messages that are intentionally sent to the intended person but the message is not received by that person. Thus, from the above explanations, it is clear that communication can be considered as if not intentional.

METHODOLOGY

This study uses a qualitative descriptive case study approach that contains a description or in-depth description of what is experienced by the research subject as a whole, using a description in the form of words. The focus of this study discusses: conflict management, effective communication, and organization. The scope of case studies is used in research when investigating life context phenomena especially when the boundaries between the phenomena and the context cannot be clearly separated. Secondly, case study investigations address typical situations where many variables are of interest, depend on multiple sources of evidence or data sources that require triangulation and further checking with other results. The preceding theoretical prepositions are useful for guiding data collection and analysis (Yin, 2002).

RESULTS AND DISCUSSION

Conflict Management in Organizations

Conflict management is an approach created by organizational leaders in optimizing conflict resolution through the process of identifying, classifying, analyzing causes, and solving problems. With the application of good and

appropriate conflict management, it is expected to be able to overcome problems that arise in the organization and have a positive impact on improving the performance of employees/ education personnel.

Conflict occurs as a result of disputes arising from conflicting needs, urges, desires, or demands. The problem that emerges is how to manage conflict, so the need for an effective conflict management strategy is very important. A well-managed conflict will strengthen cooperative relationships, increase trust, also enhance creativity and productivity. Ineffective conflict management will lead to the new conflicts. Failure to manage conflict not only hinders the achievement of organizational goals, but also damages the dynamics of interpersonal relationships. Conflict needs to be managed by using effective strategies so as not to prevent individuals from improving their performance.

Conflict does not always have to be avoided since the results are not always negative. A mild and well controlled conflict has positive consequences and benefits those who involved as well as the organization. Conflict can be considered as learning process for members of the organization in managing the organization. Furthermore, conflict is a force leading towards positive change in an organization. In the modern view, conflict can benefit organizations. Robbins (1996) discusses conflicts in relation to human relations and interactionist perspectives. It was explained that conflicts are normal and will always occur. Conflict is part of the interpersonal experience; therefore, conflicts can be avoided. Because it can be avoided, conflict should be managed effectively, so that it

can be beneficial and provide improvement for the better organization.

Conflicts that happen among the teaching staffs of the University of Darul ‘Ulum are interpersonal conflicts involving superiors and subordinates, as well as intrapersonal conflicts, conflicts within themselves. Intrapersonal conflict occurs when a person has two desires that cannot be fulfilled at the same time. If the conflict is ignored, it will create an unpleasant situation.

On the other hand, interpersonal conflict between one person and another can occur because of a conflict of interest or desire. In this case, it usually happens between two people of different status, position, work division and others. This interpersonal conflict is a very important dynamic in organizational behavior, as it will involve various roles from several members of the organization which inevitably will affect the process of achieving the goals of the organization.

The pattern in overcoming organizational conflict is through effective communication. This is considered very important because it determines the accuracy in communicating so as to minimize misunderstanding and misinterpretation between superiors and subordinates, also among the teaching staff.

The organization is a collection or individual system through a hierarchy or division of labor, trying to achieve the stated goals (Soyomukti (2010: 178). Meanwhile, the definition of organizational communication according to Zalabak (2015: 16) is as follow:

“Process through which organizations create and shape events, the process can be understood as a combination of

process, people, messages, meaning and purpose”.

Conflict is a struggle which is expressed between at least two interdependent parties, who perceive different goals, rare rewards, and interference from other parties in achieving their goals. The struggle illustrates the differences between the two parties. (R. Wayne Pace, 2002: 369).

Further, according to Mack & Synder (in Liliweri 2004: 250), disputes between two or more parties to fight against the scarcity of position or resources through destructive behavior, actions and other means of mutual control will result in damage to the relationship of the parties involved in it. Every conflict has a background. Other statement of conflict according to Zalabak (2015: 308):

“Process that occurs when individuals, small groups, or organizations perceive or experience frustration in attaining goals and addressing concerns”.

In the book Organization Communication, it also describes the types of organizational conflicts, as written by Zalabak (2015: 333):

“Sexual harassment, discrimination and numerous types of ethical abuses all have legal consequences beyond the scope of this conflict discussion, they also can be viewed as important types of organizations conflicts.”

Communication in an organization is very important, because every process and activity are closely related to communication. Therefore, good communication will also influence the functioning of the organization.

In organizational communication, there is a communication flow that functions to find out how information is distributed to members of the organization, examine how its distribution pattern are, and how people are involved in the disseminating information within the organization. The flow of organizational communication affects the effectiveness of the organization in terms of both relationships and in the implementation also achievement of organizational goals. Whether there is a flow of organizational communication depends on the communication climate.

Phillip Tompkins, George Cheney, and colleagues developed a new approach called Organizational Control Theory. These theorists are interested in the usual ways of communication that form control over employees, which consists of Simple control, technical control, bureaucracy, and concrete control (Littlejohn: 10 editions). Through this theoretical approach, it can be described that there are many obstacles faced in organizational activities. Misunderstandings between education personnel in one unit or division often happens because communication is not effectively established. This is also felt on the University scale. Some of the factors that cause ineffective communication that occur in organizations include factors of individual ability to communicate, different levels of education, and inconvenience in works due to frequent bad behavior. The most important thing is the communication skills possessed by each individual as it is a determining factor for the success of every individual or organization to survive in business competition.

Communication skills of a person in the organization are needed in team building and in organizational activities. By

knowing the importance of communication in the organization, the effectiveness of communication will greatly determine the success of the organization both in the short and long term.

According to Covey (Hassa Nurrohim; 2009) to build effective communication, five important foundations are needed, namely the efforts to truly understand others, the ability to fulfill commitments, the ability to explain expectations, the willingness to apologize sincerely for making mistakes, and the ability to show integrity. In addition, to carry out effective communication, it can be done by analyzing, blaming, judging, advising, and interrogating. Listening and questioning skills are also needed. In the process of communicating, one must be able to listen and understand well. Then ask questions that are interrelated and lead to a solution, so that the main purpose of effective communication is a win-win solution. No one wants to be blamed. This is the basic concept of effective communication.

Effective communication needs to be done to be able to build sustainable relationships, both internally and with other units or departments so that organizational goals can be achieved precisely. When we communicate with others, we should do it effectively under any circumstances. This requires someone's readiness to receive information or questions from us. By communicating effectively, we can show a personality with positive character and open ourselves to always grow and develop towards mutual success.

In organizational communication, communication occurs both formally and informally, but in principle, it discusses issues related to organizational tasks. The causes of ineffective communication within the organization are the amount of

information conveyed, the level of message complexity, multiple messages acceptance, differences in status, lack of trust, unstructured communication, media selection errors, and closed communication climate (Nurrohim, 2009: 1-5).

Ineffective communication is also caused due to misunderstanding and incomprehension of the individual in understanding the information received. This misunderstanding indicates that there are noise or disturbances, both from the delivery of the message delivered, and also from all elements of communication itself (Somad, 2014: 135).

The effective communication model is a simple description of the communication process that shows the relationship between one component and another. The following are several model that portray effective communication:

1. The Lasswell Model

One model of communication that is still often used for certain purposes is the model proposed by Harold Lasswell. Lasswell uses the 5 W principle in defining the communication process, namely: Who, (says) What, (in) Which channel, (to) Whom, and (with) What effect.



Figure 1 Lasswell's Communication Model

2. Shannon and Weaver Model

The communication model that is also widely used is the communication model from Claude Shannon or Warren Weaver.

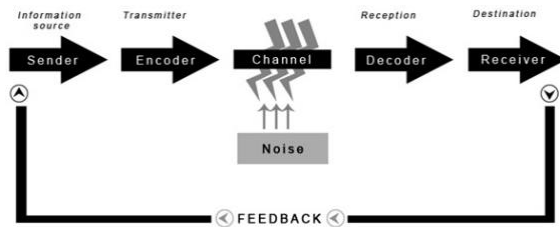


Figure 2 Shannon and Weaver's Communication Model

a. Resources

The brain is a source of information in human communication. The main task of the human brain is to produce a message from millions of existing messages. Sometimes in daily life, the messages are as simple task for the brain as saying good morning to a friend. However, in more complicated circumstances, the messages will require more work from the human brain, then the brain will consider the message to be sent. So, the brain has to choose a message that fits the situation.

b. Transmitter

In choosing a transmitter, it will be adjusted to the type of communication used. Communication can be divided into 2 types, that is face to face communication and communication using tools or machines. In face-to-face communication, the transmitters are sound-forming devices that are connected to the muscles and organs involved in the use of verbal language. Whereas in communication using tools, the transmitter is the device itself (television, radio, film, etc.).

c. Encoding

The encoding process is needed to convert the ideas in the brain into a code that matches the transmitter. In face-to-face communication, the signal that compatible with voice instrument is speaking. On the other hand, signal that match the muscles of the body and

senses are head nodding, eye contact, etc. In communication using machine, the encoding process also originates from the body but is extended over long distances with the transmitter.

d. Receiver and decoding

The decoding process is contrary to the term message encoding. In face-to-face communication, the transmitter may encode messages using voice devices or body muscles.

e. Purpose

In this stage, the human brain receives messages containing various things, memories or thoughts about the meaning of the message. The recipient of the message receives signals through the sense of hearing, sense of sight, sense of smell and so on. Then the message is deciphered and interpreted in the brain.

f. Sources of interference

In this model, there are interference factors in communication when transferring the signals from the transmitter to the message receiver. This disturbance is almost certainly present in the communication process.

3. Seiler Model

William J Seiler provides a two-way communication model and is universal. The following is a communication model according to Seiler:

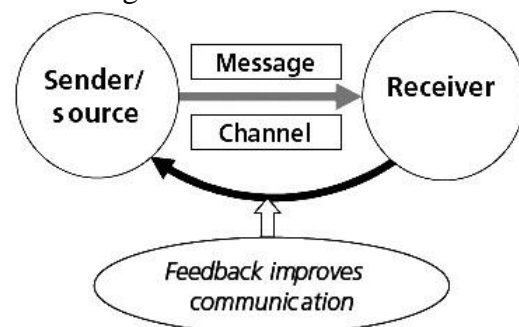


Figure 3 Two-way Communication Model (Seiler)

According to Seiler, the sender of the message has 4 roles, including:

- a. Determine the meaning of what will be communicated
- b. Encoding meaning into a message
- c. Send messages and observe
- d. React to responses from message recipients

The message is a stimulus generated by the source. Messages can contain words, grammar, organizing, sounds, or distractions. Every stimulus affecting the recipient is a message, be it intentional or not. The channel referred to in this model is the path the message will pass until it reaches the recipient. While the recipient component can be individuals or groups of individuals who have the task of analyzing and interpreting messages. The following is the role of recipient in communication:

- a. Receiving messages can be done by listening, seeing, touching, and feeling.
- b. Following the message intended for them, by focusing on specific stimuli and eliminating noise or disturbance that can interfere recipient.
- c. Translate and write messages.
- d. Save and recall messages.
- e. Respond to message senders, channels, environments, noise, and messages.

Besides emphasizing the importance of feedback, the Seiler model also emphasizes the importance of environmental factors in the communication process that can affect the quality of the communication. According to Seiler (in Muhammad: 2005), there are four basic principles of communication, as follows:

1. Communication is a process.
Communication is a process because it is a continuous series of activities, which have no beginning or ending, and are always changing. Communication is also not something that can be captured by hand for examination. Communication

according to Seiler is more of a weather that occurs from a variety of complex and constantly changing variables. Sometimes the weather is warm, the sun is shining, but at the other times it can be cold and humid. The weather condition reflects a complex interrelated variation and there are never duplicates. So, communication is always changing and can lead to a change.

2. Communication is a system.
Communication consists of several components, and each component has its respective duties. The task of each component is related to one another to produce a complete communication. If one component does not function properly, it will influence the overall communication process, because one component will affect the other components that are integrated in a system.
3. Communication is interaction and transaction.
The term interaction is meant as exchanging communication.
4. Communication can be intentional or unintentional.
Intentional communication occurs when messages that have a specific purpose are sent to the intended recipient. Meanwhile, if a message is accidentally sent or unintended for a particular person, then this is called accidental communication.

Ideal communication happens when someone sends certain messages to others who want to receive them. However, there is no guarantee that the message will be effective. Sometimes some messages are intentionally sent to the desired person, but deliberately not received by that person. From these series of explanations, it is clear that effective communication strategies through several communication models above can be applied in overcoming organizational conflicts.

CLOSING

Conclusion

In the end, effective communication will reduce conflicts that occur within the company, which cannot be separated from the role of management in reducing and resolving conflicts that occur.

Communication strategies can be applied in managing conflict so as not to harm all parties, such as personal psychological losses for the education staff themselves. Communication within an organization is an internal activity of the organization. However, in practice, communication activities within the organization are often leaked and spread outside the organization. In many cases, confidential information and unintended publications become public consumption and causing problems for organization. Public problems have become problems for organizations.

Therefore, communication problems in organizations involve two things, namely communication problems and organizational problems. Conflict in an organization cannot be avoided but can be eliminated. Organizational conflicts can occur between individuals, individual conflicts with groups, also conflicts between certain groups and other groups. Not every conflict result in negative or detrimental impacts on the organization. A well-controlled conflict could benefit the organization. On the contrary, if the conflict is handled poorly, it would spread and harm the interests of the organization.

From the explanation above, the author only found a number of conflict resolution methods applied at the University: (1) Identify the causes of conflict, the method used is to describe the root of the problem with the "fishbone" diagram. (2) Empirical

data collection is obtained from problem tracing both written data and source results. (3) Bringing together the conflicting parties by matching the data or information obtained to solve the problem. (4) Finding solutions by having dialogue related the problems that occur. (5) Perform conflict prevention measures by recording the incident so that it does not recur in the future.

Managing bad behavior needs to be done by someone or parties in the organization or university. Bad behavior will affect communication between employees so that communication becomes ineffective. Effective communication is needed to determines the accuracy in communication.

Suggestion

Effective communication is very important for an organization since it determines the accuracy in communication to minimize any misunderstanding and wrong interpretation. By the use of the REACH principle (respect, empathy, audible, clarity and humble), it is intended that the communication message conveyed by the communicator could gain certain attention, interest, sympathy, feedback, and positive responses. Effective communication will ultimately reduce conflicts within the company and management has a role in reducing and resolving conflicts that happened.

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