The Role of Organizational Communication to Resolve Conflicts in the Internal Organization Environment of HMJ MPI FITK UINSU

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ARTICLE INFO	ABSTRACT
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INTRODUCTION

In everyday life, human beings are always asked to establish relationships between each other and the rest, Very human combined with traffic traffic. Different individuals, different ethnicities, different cultures and different religions human beings as existence It is the embodiment of the being necessary to always meet its needs. This need is in demand from a competitive world. To realize existence is that human beings try to predict social reality so as not to fall into it, so human beings are needed to fulfill all of it.

Communication activities in an organization aim to form understanding and equality of experience between members of the organization. With good communication, an organization can run smoothly. Conversely, if there is no communication, the organization can break down. Therefore, leadership in organizational communication is very important because the existence of leadership is one of the keys to success in organizations.

Starting from the sending of the message by the communicator, the communication process must be carefully controlled until the message reaches

communication and is understood according to the communicator's intentions. In addition, communication within organizations acts as a bridge between organizational structures with different strengths, roles, and responsibilities, allowing them to work together and improve the performance of each member of the organizational structure.

The organization itself is basically formed as a collective container of individuals who carry out a certain set of activities on a regular basis to achieve a common goal that has been agreed upon. Organization and communication are two things that cannot be separated, where one and the other are interrelated. Every organization will experience conflict because their members have different opinions from each other and because some cannot accept the opinions of others who think differently. Studies conducted in the 1970s revealed that conflict can have both positive and negative effects, despite the initial belief that it can undermine the authority of managers.

For an organization, conflict is a natural part of an activity and cooperation carried out within and among members or components of the organization in order to realize organizational goals. In other words, conflict is a difference of opinion that occurs in the organization, because in the organization there is also not only one person, but more than one or three people in the organizational environment.

But even though conflict is a natural thing, it still needs what is called good, planned, and structured conflict management so that conflict does not become the beginning of the destruction of an educational institution. The ability to manage conflict is needed by all leaders or education stakeholders. Based on the above allegations and circumstances, it is necessary to discuss "The Role of Organizational Communication to Resolve Conflicts in the Internal Organization Environment of HMJ MPI FITK UINSU".

RESEARCH METHOD

The type of data contained in this study is qualitative data through data collection obtained through observations or interviews conducted with data reduction, data presentation and conclusion drawing is one of the data analysis. This research was carried out at campus II UIN North Sumatra, Jl. William Iskandar Ps. V, Medan Estate, Kec. Percut Sei Tuan, Deli Serdang Regency, North Sumatra 20371. The informant in this study is one of the heads of the field, information and communication, Department Student Association (HMJ), Islamic Education Management, within the Faculty of Tarbiyah and Teacher Training at the State Islamic University of North Sumatra.

The data that the author analyzes is based on answers to several questions given to the resource persons obtained through direct interviews whose results are recorded and recorded directly by the author. After the entire research process was completed, the author then began to process the data obtained from the results of interviews and observations then explained. Data analysis is the process of systematically searching and compiling data obtained from interviews and field recording, and documentation

on how to organize data into categories, spread into units, choose what is important and which is important to learn and draw conclusions so that it is easy to understand.

The data obtained from the interview were compiled in complete records afterwards supported by observations and documentation, so that the data obtained from this study are:

a. Interview data
b. Observation data
c. Data from documentation studies

Data collection tools:

a. Interview is conducting interviews directly with a number of informants who can be considered to provide the necessary information. In this case, an interview was conducted with one of the heads of the infocomm (information and communication) sector, as the key information to obtain data in information at HMJ MPI UINSU Medan

b. Documentation studies are conducting documentation studies by reviewing documents and experiences related to leadership in decision making, as well as other matters considered necessary as supporting documents.

RESULTS AND DISCUSSION

Organizational Communication

Communication is the process of conveying or receiving messages from one person to another either directly or indirectly, in writing, orally, or in nonverbal language. Communication for organizations is an element that has a crucial role, the importance of communication plays an important role in determining the success of the organization in achieving its goals. The effectiveness and efficiency of achieving organizational goals can be influenced by how effective communication is carried out. This is related to moving the activities of people in the organization towardsachieving organizational goals i (Siregar and Usriyah, 2021).

In communication, at least three elements are needed, namely source, news or message, and destination. The source can be an individual or a communication organization. News or messages can be in the form of writing, sound waves or electric current communication, waving hands, flying flags, or other objects that have meaning. The target can be a listener, audience, reader, member of the discussion group, students, and others (Evi Zahara, 2018).

Effective communication will create a healthy and transparent agency work climate. This is very important to concentrate the creativity and dedication of office employees. Therefore, effective communication is needed in an organization (Syaifulloh, Utami, and Riono, 2022). Organizational communication is very important in an organization. In a similar way, an organization's communication affects a person's

life behavior: who they talk to, who they like, how they feel, what they will achieve, and how they align themselves with the scope of the organization.

Conflicts in organizations that are not managed properly are certainly one of the factors that can hinder the achievement of organizational goals, need to be anticipated and managed rather not have a negative impact on the achievement of organizational goals through efforts to maximize the functions and roles and objectives of communication (Lathif, Risnita, &; Prasetyo, 2020).

The process of communication involves giving signs and changing meanings in an effort to create a division of understanding. Communication effectiveness requires extensive use of intrapersonal and interpersonal skills in the process of listening, observing, speaking, asking, analyzing, and evaluating (Napitupulu, 2019).

Organizational communication, simply put, is the process of information transfer (communication) that occurs within an organization between individuals or groups to achieve a common goal. As mentioned in the definition of organization, achieving common goals is the ultimate goal of all communication activities carried out in the organization, so that it becomes the focal point of organizational communication (Lydia, Cheerli, and Imarshan, 2021).

1. Conflict

Conflict is defined as an interactive process manifested in inconsistencies, disagreements, or dissonances within or between social entities (Wahyuni &; Fangestu, 2023). Conflict has become something that we cannot avoid in everyday life, so conflict management is needed to facilitate conflict resolution.

The root of conflict lies not in the object or object, which is still debated, but in the mentality of man and society that has an interest in it, five causes of conflict, according to Malthus's theory, crowded areas have higher cases of fighting than rural areas of young people such as students, higher levels of conflict than parents because they are more emotional, Difficult to control lust and irritable, inexperienced and prone to using harsh words. Men have higher conflicts, compared to women, because women are more patient (Susi et al, 2019).

According to Susanto, the conflict can be said to be two-sided, one side has a positive impact, the other side has a negative impact. The positive impact can be increased achievement due to passion or enthusiasm (increased motivation), problem solving, and increased sensitivity to identifying problems, stronger group bonding resulting in more increased creativity, modifying systems to aid organizational goals, and adaptation to reality: impact. The negative impact is a decrease in productivity, trust is diminished, even lost, and the formation of camp groups, incurring costs in the organization, mental and physical fatigue, divided attention, moral problems, and loss of synergy within the company.

Conflict exists in life every day and will continue to occur as long as a person is still socially involved. The history of mankind is full of human conflicts. And group conflict may arise as a result of one's abundance of desire and fulfillment (Nur &; Maryati, 2023).

a) Types of Conflict

There are different types of conflicts in the activities of an organization. According to Handoko, as quoted in the article (Laila, Novi, Edy, 2021) "The different types of conflicts in the activities of an organization are:

1) conflicts within the individual himself;

2) conflicts between individuals in the organization;

3) conflicts between individuals and groups;

4) intergroup conflicts; and

5) conflicts between organizations."

Tjosvold and Tjoswold in Saranani state that the basis of conflict is two (Saranani, 2015):

1) internal conflicts, that is, conflicts that occur in oneself, such as in matters of personal beliefs and principles; and

2) External conflicts, that is, conflicts related to other people and their environment. But behind it all, engineers state that with some conflict, they can support organizational goals and improve organizational performance.

b) Causes of Conflict

High interdependence among people in the workplace is another source of conflict in organizations. Mutual dependence can come from the design of the work, with the work related to each other. It can also be found when work is designed on a group rather than individual basis. Whatever the source, interdependence in organizations forces people to interact with each other (Joshi, 2018).

Barriers in communication are another source of conflict in an organization. If individuals or groups do not interact with each other often, misunderstandings can develop between groups. Conflicts like this are common in organizations that have various main tasks and functions. When opinions differ, the potential for conflict during work increases (Darmin, 2020).

Conflict in an organization can be caused by the following factors : (Amalia &; Hanif, 1967).

1) Human Factor

a. Caused by superiors, mainly because of his leadership style.

b. Staff who strictly uphold the rules.

c. Disadvantaged by individual personality traits, including selfish, temperamental, bigoted, and authoritarian attitudes.

2) Organizational Factors

a. Competition in the use of resources. When resources in the form of money, materials, or other means are restricted or restricted, there may be competition in their use. This is the potential for conflict between units or departments in an organization.

b. Differences in goals between organizational units. Each unit in the organization specializes in its functions, tasks, and areas. These differences often create conflicts of interest between units. For example, a sales unit wants a relatively low price with the aim of attracting more consumers, while a production unit wants a higher price with the aim of moving the company forward.

2. Organizational Communication Functions

The success of an organization in achieving its goals cannot be separated from the role of communication, because through communication, people in an organization will interact with each other, be it exchanging information, giving opinions, giving instructions, or motivating each other. Communication becomes a means that allows everyone to understand each other, share tasks, and build good working relationships.

According to Sendjaraja in Oviva and Ira's research, it is explained that organizational communication has four functions, as follows: (Yolla, 2019).

1. Informative Function

An organization is seen as an information processing system in which the entire organization hopes to obtain more, better, and more timely information.

2. Regulatory Functions

The regulatory function relates to the rules that exist in an organization. In all organizations, there are two things that affect this function. First, the supervisor has the authority to control all information submitted. Second, it deals with messages. That is, regulatory messages are basically work-oriented where subordinates need certainty about the rules about the work that can and cannot be done.

3. Persuasive Function

In organizing organizations, power and authority do not always give the expected result. Therefore, many leaders prefer to subdue their subordinates rather than give orders, because work done voluntarily will generate greater concern than when the leader demonstrates his power and authority over his employees.

4. Integrative Functions

Every organization strives to provide channels that enable its employees to carry out their duties and work well. There are two channels of communication that can achieve this: formal communication channels, such

as organization-specific publications (*newsletters*, newsletters) and organizational progress reports; and informal communication channels, such as interpersonal discussions during work breaks, sports matches, or free travel activities.

According to Liliweri, as quoted in the article Safitri, Risaldi, and Oktaviani, there are two functions of organizational communication, namely general functions and special functions (Safitri et al., 2019):

1) The first function is a general function.

First, communication serves to provide up-to-date information about some or all of the things related to work. Sometimes communication is the process of providing information about how a person or group of people should perform a particular task. For example, job descriptions. Second, sell. Communication serves *to sell* "selling" ideas, opinions, and facts, including organizational attitudes and attitudes about something that is the subject of service. For example, public relations, exhibitions, expos, and so on. Third, to learn. Communication serves to improve the ability of employees to learn from others (internal) and know what others think, feel, and do about the organization. Fourth, decide *to decide*. Communication serves to determine what and how the organization divides work, or who is the superior and who is subordinate, the extent of power and authority, how to handle a number of people, how to use resources, and how to allocate people, machines, methods, and techniques in the organization.

2) The second function is a special function.

First, it involves employees in organizational issues and then translates them into specific actions under command. Second, it allows employees to create and manage reciprocal relationships to improve the organization's products. Third, make employees able to handle or make decisions in an ambiguous and uncertain environment.

The organizational communication function that includes informative, regulatory, persuasive, and integrative functions allows each member of the organization to carry out his or her duties more accurately based on information. Exact information is needed by all groups and members of the organization. Interconnected communication in the context of exchanging information within and outside the organization is embedded in a sense of kinship, togetherness, and the spirit of nationalism between each other to coexist peacefully despite different religions and beliefs.

Communication is necessary in an organization. To build employee motivation must start by creating good internal communication. Building communication is one way to build a good environment. By building communication, the information obtained is also wider and more diverse.

The results of the interview above, explained that basically conflicts are often found and not infrequently conflicts occur within the scope of internal organizations, further the source said that:

"Regarding the extent to which conflicts can affect the activeness of members, this conflict has a positive side and there is a negative side that it can produce, so if you look at how active members are, we see how to deal with the conflict first. Well, if the conflict is managed well, then the existence of this conflict can motivate the real members. Because of what? Because with the occurrence of a problem, for example in activity A, the motivation arises to better carry out the next activity".

From the explanation given by the speaker above, the impact of the conflict is divided into two, and further the resource person explained that:

"So it's like learning from experience, it can usually increase the activeness of members again, "oh yes we used to make or first to the problem here, well for the next we can minimize the incident later". Then, regarding the innovation earlier, now with the conflict there may be new ideas from each member. Now from there it means that the activeness of this member with conflict can increase his confidence in finding new ideas, that if managed properly, it can affect the activity of the member".

The source further said:

"If on the contrary, it is called a problem, surely if one has a problem with one, if there is no good handling, there must be no way out, then the activity of the member will decrease. So it depends on how it is managed within the organization".

It is important to know about the handling or strategy chosen or applied in the organization if in the organization there is an unwanted event or conflict,

The result of an interview conducted with one of the interviewees was that he explained that:

"Yes, of course, in handling or resolving this conflict, you need a strategy or method. Because if there is no strategy or method, then this conflict will be irregular, the management in it does not work. Therefore, one of the strategies that must be applied in dealing with conflict is open communication".

Then the resource person also revealed through the results of the interview which explained that:

"Now usually conflicts or problems arise because the main thing is definitely miscommunication, lack of open communication between the other, therefore the main strategy is to communicate, how do we build an open way of communication, so that we can find out what is the problem in the organization, well then conduct joint deliberation".

In organizations sometimes this conflict is deliberately raised, because as mentioned earlier, that the positive side of this conflict is that it can increase confidence or motivate members making them wiser especially in terms of decision making.

The results of the explanation given by the resource person showed that:

"So, yes, it is not uncommon that indeed this conflict is not deliberately raised, indeed because problems arise that are out of control. So if things out of control happen then our way to overcome or not to develop, well that was as I mentioned about open communication. How can members, be it members with one, members with chairman, chairman with members, the communication is still running. Indeed, the root of the problem in this organization is often about communication, especially in carrying out activities. Yes, whether it is direct or indirect communication, it must be clear that this communication so that this conflict does not develop, now if it has occurred, how not to develop even more, namely communication, do deliberation, joint deliberation and how to make decisions, therefore decisions should not be made by one side, if so that this conflict does not spread".

Researchers try to find information about the extent of conflict prevention efforts carried out within and each element of the organization. The results of interviews with sources who said that:

"Involving every element in conflict making, involving member elements in decision making to prevent conflicts from occurring so that they both get a way out. Then, the division of labor should also be clear. This is one of the things that often happens in organizations when there are activities. That membership structure must be clearly attached, so what? So that these members do not feel they have their own responsibilities, sometimes there is jealousy from this member from other members "how good is he" like that, now that will cause problems in the organization there is an unfair division of labor. Therefore, I mentioned again about the role of the chairman earlier, the role of the chairman that the daily management in the organization must really put these people in having a work structure that they can be responsible for, so what? So that the course of the activity can be expected to achieve the goal together".

One of the things that we cannot ignore is that a leader has the power to mediate or become a fasilotator in conflicts that occur in the organization he leads, for that the source provides information that:

"As I mentioned earlier, the role of leadership or chairman and the organization is really important in conflict management or solving a problem in the organization, both between members and between fields. The leader or chairman becomes a third person or neutral party in deciding or facilitating conflict resolution, as it has been mentioned that this chairman must be able to establish communication between one another or one field with another".

In line with the above, then the resource person also explained the same problem and said that:

"The chairman must also be able to build an effective organizational culture both in managing emotions and how the chairman can embrace all elements that are inside. Through this leadership that can create a conducive environment, conflict resolution will be easy as mentioned by conducting deliberations earlier. So the role of the chairman is there as a decision maker, so the chairman must be able to carry out policies called decision making. So it's really Neutral, so what? So that the resulting decision does not harm both parties or people or fields or people who experience such problems, it is if it is about the person".

Then the source explained the same problem, then said that:

"However, when it comes to problems, for example, in the same activities, the chairman's policy must be neutral in capturing the ideas of each member, so every idea must indeed be accommodated by the chairman. So it's just a matter of how else these ideas are packaged or developed for the better. That is the policy of the chairman, so that no problems arise because there are ideas that are rejected or inputs that are not accepted for reasons that do not make sense, then the role of the chairman must really communicate well, openly and effectively of course".

CONCLUSION

Basically, conflicts often occur within the scope of organizations, both conflicts that occur internally, between individuals with individuals, individuals with groups, groups with groups, and individuals with organizations. All of that can happen in the organization, because in the organization we are not only alone. The emergence of conflict is characterized by misunderstandings or appeasements of opinions that occur between each individual, and this conflict may occur because of a communication miss that occurs between each individual.

Therefore, a leader must indeed be a fair figure and must be neutral in handling conflicts if they occur. Usually conflict can have a negative impact on activeness for an individual who experiences it, he can be affected by mental disorders etc. But not always conflict can have a negative impact continuously, conflict also has a positive impact on members of the organization, because it is able to train them in making decisions and training problem solving.

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