

## Leaders' Organizational Communication in Overcoming Conflict

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**Abstract:** This case study examines the communication of leading organizations in overcoming conflicts that occurred in SMAN 2 Percontohan Karang Baru Aceh Tamiang Regency, Aceh Province. The goal of this study was to look at the best communication strategies for dealing with communication issues in SMAN 2 Percontohan Karang Baru, Aceh Tamiang Regency, Aceh Province. By performing survey studies, this study uses a qualitative descriptive method. At SMAN 2 Percontohan Karang Baru, the research was done through observations and interviews with the research subjects, principals, and teachers. The observations showed that the communication of principal organizations in SMAN 2 Percontohan Karang Baru to overcome conflict can be done by implementing system approaches, cultural approaches, and criticism approaches. Based on the approach that the principal can take, it is expected that the principal will master communication skills to overcome communication problems that occur by providing guidance, direction, and motivation to other teachers.

**Keywords:** supervision; madrasah principal; teacher professionalism

all living things are basically closely related to communication. The same applies to school organizations. In every organization that has human resources (HR), there are those who act as leaders, and most of them act as members. Everyone involved in the organization will communicate. This is because communication is an integral part of the process of social interaction. Without communication, institutions will find it difficult to manage and achieve organizational goals (Gani, 2014). To maximize the performance of individuals and groups within the organization, it is necessary to build good communication. In organizational life, it is impossible to separate oneself from communication. Communication is not just conveying meaning, but that meaning must also be understood. According to Nurdianti (2014), communication is a prerequisite for human life, because without communication, interactions between individuals and groups in organizations will not work properly. Communication is a way for organizational and community stakeholders to connect with the environment and other individuals to build and share information.

It is undeniable that all organizations always communicate with various parties to achieve their goals. (Gani, 2014). For this reason, every organization is influenced by the behavior of individuals within the organization. Lawasi (2017), revealed that communication is a way of delivering messages that are tailored to the recipient of the message so that the meaning of the message, and the results of exchanging messages can be linguistic and nonverbal, and the results of communication can change a person's behavior (changes that occur in a person).

To achieve good communication, the organization is said to be a system that interacts with each other, in which there are sub-systems that will affect the system. If the sub-system is dysfunctional, it will cause disturbance to other sub-systems as well. The system can work well if the people in it are willing to manage it, which means that, as long as the members or individuals are still responsible, the organization can work well. Communication in an organization can also run smoothly. Generally, what causes communication to not run smoothly is due to the dynamic characteristics of the organization, where the organization will continue to experience changes due to environmental challenges and require the organization to be able to adapt to environmental changes. The environment in question is the internal and external environment of the organization. This environment will affect the process of communication in the implementation of the organization. As stated by Muhraweni (2017), that a good environmental condition and atmosphere will be created with a good and correct organizational arrangement, so that communication will also run properly.

According to Nasihah (2018), educational leadership plays a very crucial role in running and mobilizing educational organizations so that they are in line with achievement targets. Various leadership roles in the organization cannot be achieved without communication. The type of organization is highly dependent on how members communicate within the organization. The higher the quality of communication, the higher the quality of the organization. Communication plays an important role in school organization, especially communication between principals and teachers. The communication carried out by the principal has a function as control (control), motivating (motivating), emotional expression (emotional disclosure), and information (information).

In the world of education, communication will occur to all members of the school organization. For example, the communication that exists between the principal and the teacher, the teacher and the teacher, the teacher and the student, the student and the student, and also the communication with the school's academic staff. The principal acts as a leader in the world of education as well as a regulator of school policy. In Nugroho (2019), it is stated that communication between school principals and teachers plays an important role in school organization. So to carry out school management, the principal must have the ability and communication skills. Ernaliza, et al (2018), stated that as a leader, the main task of the principal is to be the driving force for teachers, so that the direction of the school's vision, mission and goals can be achieved according to the target.

Based on the results of observations made by researchers at SMAN 2 Percontohan Karang Baru, there are communication problems that occur in the horizontal flow between teachers and teachers. The communication problem (conflict) that occurs is interpersonal conflict, where there is a conflict between individuals due to differences of opinion that lead to disputes between a teacher and the vice principal of curriculum and other teachers of SMAN 2 Percontohan Karang Baru. Conflict also occurs because of psychological barriers in the form of individual emotional and communication that does not work properly.

Conflict and organization are something that cannot be separated. When a conflict occurs, the efforts that must be made by the principal as a leader are expected to be able to minimize disputes that occur. Sriwidodo's research (2010) on the effect of communication on the performance of education office employees reported that the effectiveness of communication will be achieved when the supervisor provides detailed work instructions, information is provided in timely and easy-to-understand language, is given a warning if an error occurs, and the supervisor is willing to listen to suggestions and advice. opinions, and superiors respect all complaints submitted by subordinates and employees and are ready to listen. While Wisman's research (2017), regarding effective communication in the world of education by using the right method, both adapted to the situation and conditions that occur. Furthermore, the strategy used is to identify the purpose of communication, choose the right communication medium, investigate the purpose of the communication message, and maximize the role of the communicator in communication. Meanwhile, educational communication disorders can be manifested in the form of impaired communication processes, physical barriers, semantic barriers, and psychological barriers. In Prasetyo's research (2021), it is stated that interpersonal communication is a fundamental principle in organizational dispute resolution and can strengthen the role of public relations institutions.

According to Muftitama (2020), the emergence of disputes and conflicts within the group affects the group's goals and causes inefficiency in structuring up to the division of the group itself. For that we need an effective and efficient strategy that serves as a guide for leaders to neutralize internal groups such as problems that disrupt structural stability and hinder group goals. One way to resolve conflicts that arise is to increase the success of communication through an organizational structure and function approach, a human relations approach, a communication approach as an organizational process, and an organizational approach as culture.

The formulation of the problem taken in this paper is about how strategies or approaches can be taken by leaders in communicating and managing conflicts that occur. The analysis of this study aims to examine the appropriate communication approach used to overcome communication problems at SMAN 2 Percontohan Karang Baru, Aceh Tamiang Regency, Aceh Province. The results of this observation are expected to be used to increase knowledge and literature regarding the right communication approach in finding solutions to communication problems that occur.

## **RESEARCH METHODS**

The type of research used is a descriptive qualitative method based on a case study approach. According to Sukamdinata in Martina, et al (2020) qualitative descriptive research aims to describe and describe real and designed phenomena, and pay more attention to the characteristics, quality, and relationships between activities. The location of the observation was at SMAN 2 Percontohan Karang Baru, located in Karang Baru District, Aceh Tamiang District, Aceh Province. Data collection techniques in this study were carried out using in-depth interviews and field observations, the objects of which were the principals of SMAN 2 Percontohan Karang Baru and teachers who experienced conflicts. In-depth interviews were conducted by researchers which were used to describe the views, opinions, and feelings of researchers on the conflicts that occurred. Observations were made using observations of social settings or based on social situations, namely teachers, events or activities, place, and time. The observation technique according to Sugiyono in Dewi, et al (2020) is a method of collecting data with direct observation or careful direct review. Data collection techniques carried out by the author by preparing interview instruments in the form of written questions for interview purposes.

The data analysis technique carried out by the researcher using an interactive model was carried out in 3 stages, namely: (1) reducing the data by selecting relevant data to the problem approach, (2) displaying the data in the form of narrative text, and (3) conclusions and verification carried out by looking for the meaning of the data that relates to the conflicts that occur with the types of approaches that can be taken. This is in accordance with the data analysis technique proposed by Miles & Huberman in Saputro (2016), that the interactive model is divided into three stages, namely: (1) data reduction, analyzed by sharpening, grouping, routing, eliminating unwanted data, and organizing data. This makes it possible to draw and validate final conclusions, (2) data presentation is a structured collection of information that provides an opportunity to draw conclusions and take action, (3) draw conclusions and verification.

## **RESULTS AND DISCUSSION**

### **Results**

Communication is something that principals always apply to create a conducive organizational atmosphere. The communication between the principal and the teacher is always carried out by the principal in overcoming the problems that arise. Generally, the principal will communicate directly to the teacher by prioritizing the interests of the organization and not taking sides with any party, so that problems that exist if caused by individual selfishness can be resolved. The principal sees the conflicts that occur as positive changes to mature themselves and continue to develop in social life. The conflict

that occurs is expressed as a problem that cannot be avoided. So management is the thing to do to relieve it. Based on observations and interviews conducted by researchers with the principal of SMAN 2 Percontohan, it was revealed that:

“Of course there must be conflict management, because conflict cannot be separated in the organization. Any organization will experience conflict. This management will help us in which direction the conflict is going, whether the conflict will be more constructive or will it be more destructive. This is the main function in conflict management, namely to minimize the divisions that occur.

Then, the results of another interview with the principal explained that conflicts in the last few months often occurred due to teacher professional problems. Where the vice principal for the curriculum sector often reprimands one of the teachers who has made several mistakes, both in terms of workload problems and beyond. However, when reprimanded the teacher did not protest, but also did not heed the warning for self-improvement. But the problem is when the same problem is repeated. Furthermore, the principal explains the problems that occur he always tries to solve by applying several ways, including explained by the principal as follows:

*“Then I worked around this problem. I try to change this conflict in a more positive direction which is done as my learning for the future. To minimize problems I usually do it in two ways, namely collaboration and negotiation. The first way I negotiate, this way I do it more to find the point of the problem first before making a decision. Usually I will investigate what the cause of the conflict is, then I will ask each individual in conflict and also of course ask outside parties such as other teachers or school residents who are witnesses. The second way I do it is collaboration, here I apply it by giving work assignments so that both parties will have the same busyness and the same goals in doing assignments, then it will cause the two teachers to work together and forget the conflicts that have occurred. These two methods are the ones I use most often, although sometimes there are also those that don't work. Well, usually what doesn't work is because of the emotional influence of the individual.*

Based on the results of the interview above, the steps to resolve the conflict that occurred at SMAN 2 Percontohan Karang Baru by the principal was to apply a systems approach strategy by means of negotiation and collaboration. Negotiations are carried out by offering solutions simultaneously to both parties so that a solution is obtained. Meanwhile, the collaboration strategy can be carried out by unifying commitments to the same goal of cooperation by using the principle of a win-win solution. This is where the principal's role is seen as indispensable to be able to create a conducive atmosphere. This is because a conducive atmosphere in the work environment is the main factor in realizing common goals. The same thing was also expressed by Tambunan (2017), that the role of the principal as a facilitator is to apply communication and interpersonal skills with the parties involved in the conflict. In addition, the principal's actions must be able to help improve the quality of schools and interpret clearly the definition of leadership. Meanwhile, if there are problems that cannot be minimized using a systems approach, the researcher suggests to the principal to be able to try using several other approaches in overcoming conflicts that occur such as the cultural approach and the critical approach.

## **Discussion**

Communication activities in the organization is an important activity to achieve organizational goals. When achieving it, members of the organization are expected to communicate formally, both upward communication, downward communication and horizontal communication. Communication that occurs does not always run effectively and smoothly depending on the obstacles that occur. Lubis (2012) explains that ineffective communication can lead to conflict within the organization. So effective communication is the right step used to minimize communication barriers caused by internal communication. An organizational activity is said to run effectively if the goals of the organization can be achieved. Effendy in Harivarman (2017), revealed that the most important target of communication is that communicators can understand the meaning of the message obtained (to secure understanding), maintain and foster message acceptance (to establish acceptance), and motivate communicators to carry out an activity (to motive action).

To improve the effectiveness of communication, schools need to raise awareness about the responsibilities that are imposed on the sender and receiver, which is very important. The existing understanding of the consequences that arise due to organizational conflict in the school environment, all of which need to be applied to the right approach model to overcome conflict. In fact, the principal must be able to distinguish the categorization of variations in conflict and overcome it by determining the appropriate conflict organizing approach to the problems that occur. According to Prasetyo (2021), when a leader will act on a conflict that occurs, it is necessary to pay attention to: (1) listening to cases of conflict, (2) finding out the cause of the conflict, (3) separating the categories of conflict, (4) considering the appropriate approach to the target. conflict, and (5) predicting possible adverse effects on the organization.

If a school principal/leader has knowledge of the five aspects of conflict management, then the principal/leader can overcome and determine the appropriate conflict approach model. The use of the right approach model will have a positive influence on the performance and communication relationships of teachers in schools and it is hoped that the conflicts that occur will change towards a constructive nature. Communication gaps can also cause conflict, therefore there needs to be a balanced treatment given by the principal to all members of the organization, be it teachers, education staff and also students.

According to Griffin, there are several approaches to implementing communication in an organization, namely (1) a systems approach, (2) a cultural approach, and (3) a critical approach (Mukarom, 2020). This approach can be implemented by the principal in communicating to overcome the conflicts that occurred at SMAN 2 PERcontohan Karang Baru.

### **System Approach**

The system approach was pioneered by Karl Weick. He views the organization as a group life that continuously requires adaptation to a constantly changing environment in order to survive. Organizing is a way to understand ambiguous information through the creation, determination, and collection of information (Mukarom, 2020). Weick's organizational theory is very important in the field of communication because it uses communication as a foundation to coordinate and establish reasons for understanding how individuals organize. Organizational activities of the systems approach will fulfill the organization's function of reducing environmental uncertainty or environmental information. Weick reveals that organizing as an evolutionary phase rests on a series of processes: (1) establishment, (2) screening, and (3) determination.

Establishment means defining circumstances or gathering inaccurate outside information. This is a form of transition to the stimulus and awareness of ambiguity. Screening, this process gives the group the opportunity to agree on certain ideas from the information and not accept other ideas. So this can be used to minimize the possibility and other alternatives that the organization does not want. This process will remove a large amount of ambiguity from the original information. Determination, the process of determining certain ideas that will be used in the future. Stored information is combined into existing sets of information and forms the basis of organizational processes. Anwar (2018), reveals that conflict is something that is unavoidable in organizations, it is necessary to have a way to handle and manage it into a tool that organizations can use to adapt to changes that occur, including: (1) planning, carried out by identifying conflicts such as sources of causes and parties involved; (2) evaluation, an assessment of the causes of conflict conducted to determine the extent to which a conflict has occurred; and (3) resolving conflicts, where at this stage the leader is required to take an action by providing a stimulus so that the benefits can also be used as evaluation material in the future.

The systems approach pioneered by Weick can reduce ambiguity and uncertainty. Where after the storage process, it is necessary to follow up from a leader in intervening in the conflict. In Octavia's research (2018), a leader should proceed by implementing avoidance, accommodation, competition, compromise or negotiation, and collaboration strategies. Skordoulis (2020), when individuals face many conflicts, they use a dominating or avoiding model. If not, then adopt a style of integrating, accommodating or collaborating in handling conflicts. This strategy can be done depending on the problem at hand.

## **Cultural Approach**

This approach examines how individuals use events, rituals, symbols, and other types of activities to create and develop various understandings. Cultural approach is considered as a social and cultural entity. In the organizational culture approach, you must determine the type of culture, rules or values that are adhered to. The purpose of the analysis is to understand how the organization carries out its duties, how it influences and is influenced by its members in culture. From a cultural point of view, communication is not only about messages sent from individual to individual through many channels, but communication is seen as an integral part of the organization.

The cultural approach model is focused on social activities centered on culture by involving parties involved in the conflict. Its implementation can be done by participating in academic forum activities such as activities to commemorate the national awakening day, national education day, and others as in which there are stakeholders who can mediate conflicts. This is as researched by Nurcahyo, et al (2014) in implementing a cultural reconciliation model (cultural approach) to deal with social problems that arise between silat colleges in Madiun through education on academic and cultural arts forums so as to minimize aspects of violence and display the artistic and humanism side.

## **Critical Approach**

A critical approach to organizational communication itself understands that there are organizational or corporate interests that dominate all aspects of life. In addition, many decisions are more strongly influenced by organizational and corporate regulatory interests. Where by criticizing and identifying the problem depends on the type of problem that is more important and the cause that is more important to criticize. This critical approach considers the organization as a battlefield, where decisions are taken based on the interests of the organization or other opinions that conflict resolution through a critical approach is absolutely based on the decisions and power of organizational leaders with clear managerial actions to expand control.

This approach is generally used if conflict resolution with a systems and cultural approach cannot be resolved, then the leadership must act decisively through a critical approach so that problems can be controlled. The critical approach is specifically aimed at interpreting and understanding how different social groups are constrained as well as controlled. According to Halik (2018), he argues that the critical approach seeks to identify competition and inter-interest problems and overcome them by prioritizing the interests of marginal groups in society.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the description stated above, it can be concluded that to overcome the conflicts that occur can be done by increasing the effectiveness of communication by using an approach model that is applied in overcoming conflict. In fact, the principal must be able to distinguish the categories of problems (conflicts) that arise and overcome them by determining the right type of approach to controlling conflict depending on the conflict that occurs. Several approaches related to the application of principal organizational communication in overcoming conflicts that occur can be done by: (1) a systems approach, (2) a cultural approach, and (3) a critical approach. The system approach is what principals commonly do by applying negotiation and collaboration methods.

### **Suggestion**

Based on the case study research of researchers regarding organizational problems seen from the strategies that can be used to resolve conflicts, there are several things that the author can recommend to be continued by other researchers, namely: (1) researching qualitatively about the influence of behavior patterns of principals as leaders and managers in overcoming conflict, (2) examines the effect of teacher performance and productivity after the conflict occurs, and (3) examines the positive and negative impacts of schools after the conflict. For the principal of SMAN 2 Percontohan Karang Baru,

this research can be used to design programs to develop organizational conflict management and also appropriate forms of communication in making decisions.

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