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**The role of communication in conflict:
A case study at pt. Liek motor**

Suliatin

Universitas Airlangga, Indonesia

suliatindidien01@gmail.com

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Abstract

This study focuses on the role of communication in mediating conflict in organizations. Data were obtained by observing and documenting a case on organization conflict that occurred at PT. Liek Motor Indrapura Surabaya. This study is a descriptive qualitative study using Blake & Mouton's theory of conflict management and Thomas & Kilmann's managerial grid theory to understand conflict and its solutions in the organization. The results of the study find that communication serves as the best approach in resolving and mediating conflicts in organizations. Through communication, conflicted parties determine the best solution to mediate their interests. Thus, this study proves that communication can function as the best media in conflict management because it is not only able to mediate and resolve conflicts but also able to prevent other conflicts from occurring in the organization.

Keywords: Organizational Communication; Conflict Management; Organizational Conflict

INTRODUCTION

Conflict is almost easily found in any area as long as there are people, including in an organization. Conflict happens due to many causes, yet mostly it starts from the lack of communication. Communication is the activity of sharing information for a specific purpose. It becomes a means of information and knowledge exchanges to fulfill the needs and improve the standard of human life (Liliweri, 2011). Rendering to Liliweri's (2011) opinion, communication consists of four functions, namely: 1) information, 2) instruction, 3) influence, and (4) entertainment. Moreover, it has an important role in the organization especially in exchanging information and messages from all departments to overcome any possible problems (uncertainty). In addition, within the organization, communication is a core in managing a company because it functions to assist the organization or company in

achieving its goals by transforming challenge, behavior, as well as information from all elements in the organization (Hutagalung, 2018). Organizational communication is the process of forming and exchanging messages to establish interdependent relationships of individuals in the organization to reduce uncertainty or misinformation (Arni, 2014). However, changes in an organization, such as policy, SOP, or climates frequently lead to conflicts (Fattah, 2009; Puspita, 2018) because these changes force individuals and groups to adapt and adjust to the new condition which may not be fitted or even difficult (Panuju, 2021).

Accordingly, communication can mediate the arising conflict in which possibly reduces and resolves it. The differences in mindset or viewpoint often vary people's understanding, as each individual interprets the situation according to personal opinion or viewpoint; thus, it easily causes conflict and hampers the organization or company's goals (Cartono, Meilawaty, & Muntazah (2020). Moreover, conflict can cause a performance decline (Grefe & Guillard, 2020). In addition, conflict is a natural phenomenon often occurring in the process of interaction and socialization of human life. An individual cannot avoid conflict and each has a different approach in resolving it (conflict) (Romadhan, 2018). However, in the organization, as it consists of many individuals with different thoughts and personalities, the occurrence of conflicts becomes natural (Romadhan, 2018; Omisore & Abiodun, 2014). Good communication patterns can avoid conflict (Swarnawati & Mahmud, 2020; Supratman, 2018; Yarlykapov 2020). Thus, the existence of personal (individual), inter-group, as well as inter-organizational cannot be avoided.

Conflict becomes one of the biggest problems in the organization, mediating conflict in the organization certainly concerns not only the business actors but also the researcher. Communication is not only able to solve a problem in many social interactions, but it also offers relief in mediating conflict. Hence, the researchers are purposely to find out what communication role is in mediating conflicts occurred in an organization. As referred to the problems in this study, conflict at LM occurs due to the SOP set by the finance department related to payment method. Previously, all sales policies are conducted according to the company regulations. However, since August 2020, the company has implemented a new SOP on consumer payment methods to ensure payment transaction security. At first, the SOP was carried out accordingly; however, in November 2020, the finance department was notified that the sales department received the payment against the SOP. This situation creates a problem with the finance department and later, escalates as it affected the company's financial condition. This conflict underlies researchers in examining the communication function in conflict management at PT. Liek Motor Indrapura. Organizational conflict in this study refers to the organizational conflict between the finance and the sales departments. As conflict creates damage, layoffs, setbacks, and communication errors (Aula & Siira, 2010) in the organization, the researcher assumes that communication possibly has certain roles in conflict management related to the organizational conflict at PT. Liek Motor Indrapura.

PT. Liek Motor (LM) is a company engaged in the automotive business with a license as the Trademark Holder Sole Agent (ATPM). Based on company data, Liek Motor can be categorized as the oldest Toyota authorized dealer in Surabaya which was founded in 1974. Started as a car sales showroom called Trisakti, in 1987, it changed its name to Liek Motor and developed an authorized dealer for the Toyota. Liek Motor's main business consists of Sales, Service, and Spare parts sales. As ATPM, its operation is responsible to Toyota Astra Motor (TAM), especially for the sales and service targets. In Surabaya, there are two branches of Liek Motor, Walikota Mustajab and Indrapura. PT. Liek Motor Indrapura is recorded in the VSP (Vehicle Service and Part) outlet with a Primary Market Area (PMA) covering Surabaya, Gresik, and Sidoarjo. As a VSP dealer, Liek Motor Indrapura has three departments, Sales, Service, and Finance. Each department sets its Standard Operating Procedure (SOP) considering customer satisfaction.

Furthermore, this study refers to prior studies conducted by Mulyanto (2015) on conflict management at PT. Bank CIMB Niaga Card Center Bintaro and Anwar (2016) on the effectiveness of communication effectiveness in solving conflict management. Both studies serve as ground bases that led the researcher to conduct a study on the role of communication in conflict management, especially in a private company. The problems are directed from the new policy issued by the Finance Department of the Liek Motor (LM) Indrapura regarding the payment SOP. This new policy led to problems where the sales department hardly followed the new SOP in their payment transactions. Accordingly, this situation created conflict between two departments, Sales and Finance. This study analyzes how communication serves as a solution to mediate the conflicts that happened in LM Indrapura.

METHOD

This study uses a qualitative approach. Denzin & Lincoln (in Moleong, 2019) mention that a qualitative approach is carried out to answer research questions by explaining the phenomenon in-depth through observation, interviews, and document review. The method used is the case study method adapted from Robert K. Yin (in Kriyantono, 2014) who determines the case study method as a study that investigates phenomena in real-life contexts. This method is selected because it is an appropriate method to determine the conflicts that occur in which is in line with Woodside (2010) who agrees that the appropriate approach and method to study human behavior in an organization is through a case study. In addition to this idea, Kim, Sefcik, & Bradway (2017) mention that using a case study in conducting research will bring out the natural perspective of these phenomena. Furthermore, a qualitative study is carried out in the case study or when the researchers' notions lead to certain conditions and created hypotheses before proving the truth or denying them (Moleong, 2019; Mukhtazar, 2020; Silallahi, 2015). Descriptive-qualitative research is aiming to explain phenomena naturally through natural perspective (Kim, Sefcik, & Bradway, 2017; Seixas, Smith, & Mitton, 2018). As carried out by studying a certain case, this study conducted

its research at PT. Liek Motor Indrapura, Surabaya. Meanwhile, the object focused in this research is an organizational conflict that occurs between two specific departments (finance and sales) relating to the SOP and policy implementation.

This study focuses its analysis on what role communication has in mediating conflict occurred within the organization. Meanwhile, a case study was selected as a research approach as it possibly brings out a real problem to be analyzed accordingly (Silallahi, 2015; Kriyantono, 2014). Data were obtained through documentation, observation, and interview of both departments (finance and sales) at PT. Liek Motor Indrapura. The object of this study is the conflict between two departments at PT. Liek Motor Indrapura relating to policy in the payment method. The information was obtained from two departments (Sales and Finance) of PT. Liek Motor Indrapura consists of the heads of both departments and their employees (subordinates) on both departments who own the information used in the analysis. These informants were selected referring to the information used as the data for this study (Mukhtazar, 2020). The technique used to analyze the data obtained refers to data analysis in a qualitative study by Silallahi (2015). The analysis was conducted by triangulating the data and comprehending them with theoretical bases before determining the results. To ensure the validity and reliability of the results, data obtained were repeatedly checked through data reduction and classification, before being analyzed using the theories employed in this study.

RESULT AND DISCUSSION

Informant Characteristics

The informants of this study came from the Sales and Finance Departments of PT. Liek Motor Indrapura. There were three informants from the Sales Department, namely the head of the Sales Department, the supervisor, and the staff of the Sales Department. Meanwhile, in the Finance Department, there were three informants, the head of the Finance Department and two staff of the Finance Department. The informants were full-time employees of PT. Liek Motor Indrapura who have been working in this company for more than five years. Although the gender of the informants differed (male and female), this study did not include this variable as part of the consideration in analyzing the data.

Result

Conflicts that happen between Sales Departments and Finance Department at PT. Liek Motor Indrapura is due to the obstruction of the existing communication flow (see Fig. 2). Previously the communication system in this organization (PT. Liek Motor Indrapura) is conducted vertically (see Fig. 1) in which led to the occurrence of conflict between two departments (Sales and Finance). Yet, after the intervention, the obstruction of communication flow dissolved (see Fig 3). The dissolving of obstruction eliminates the problems that cause the conflicts. The information from head departments can be understood

by the staff. In addition, problems occurred can be directly communicated to the supervisor and the head to get the appropriate solution.

This study finds that communication has a significant role in mediating organizational conflict that occurs between finance and sales departments at PT. Liek Motor Indrapura. Communication is conducted into several stages, first between the head of Finance department and the head of Sales department regarding the payment method policy issued by the finance department. Following that, the communication is conducted by the head of the sales department to his subordinates (supervisors and sales department employees) regarding the SOP and policy implementation. Lastly, communication is conducted among the Sales department employees as well as finance department regarding the coordination in implementing the policy. Accordingly, the way of communication in solving the problems occurs at PT. Liek Motor Indrapura indicates that communication has a significant role in mediating organizational conflict and it possibly serves as a solution in conflict management.

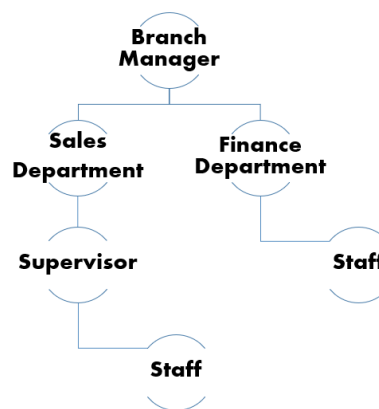


Figure 1. The communication system in PT. Liek Motor Indrapura

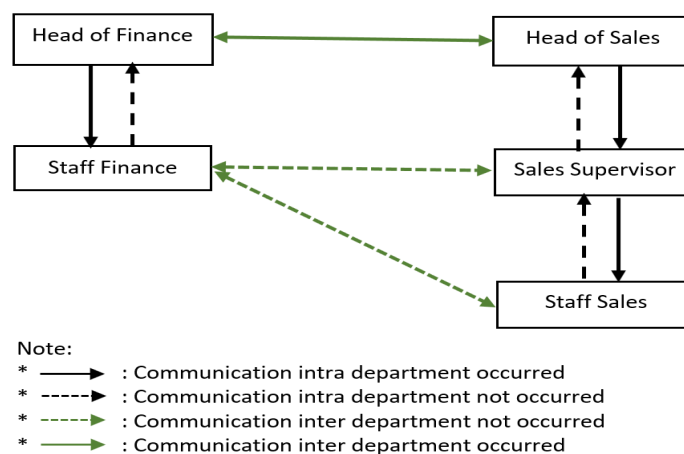


Figure 2. Communication flow before the intervention

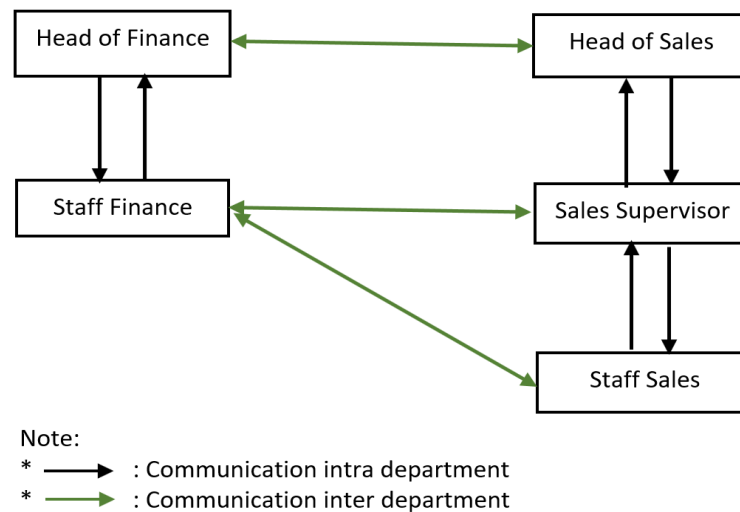


Figure 3. Communication flow before the intervention

Organizational Conflict

Organizational conflict at PT. Liek Motor Indrapura occurs between the Finance and the Sales departments in which serve as the objects observed in this study. Group conflicts normally occur within an organization as it consists of many individuals (Wirawan, 2010). The conflict at PT Liek Motor Indrapura started when the sales department failed to implement SOP (Standard Operating Procedures) regarding payment methods in the sales transaction. The employees (further will be stated as members) of the sales department fail to report to their respective head (supervisors) nor explain the new policy issued to the customers in which leads to the occurrence of conflict regarding work discrepancy with the company standard (see Table 1). This condition is mentioned by the Informant (I1) as:

“Transaksi penjualan tidak berjalan dan tidak ada koordinasi. Divisi Sales tidak mengedukasi pelanggan sehingga pelanggan melakukan pembayaran yang tidak sesuai dengan nama yang tercantum di Surat Pemesanan Kendaraan (SPK), Divisi Sales juga tidak melakukan koordinasi dengan kami (Kepala Divisi Finance dan Sales Supervisor sebagai atasan dari Divisi Sales). Jika ada transaksi pembayaran di luar SOP, kami (Administration Head dan tim administrasi) tidak bisa mem-posting dana sehingga proses cetak Berita Acara Serah Terima (BAST) terhambat. Kami (Divisi Finance) tidak bisa membuat tagihan kepihak leasing, yang berakibat cash flow keuangan perusahaan terganggu dan target BAST Divisi Finance tidak tercapai juga adanya complain dari pelanggan karena keterlambatan pengiriman, ...” (Sales transactions stop and there is no coordination. The sales department does not inform and explain customers, so the names in their

payments are different with the names listed in the Vehicle Order Letter (SPK); meanwhile the sales department also does not coordinate with us (Head and Supervisor of the Finance departments). Any payment transaction excluded in the SOP make us (the Administration Head and the administration team) have difficulties in posting the funds so the Handover (BAST) process is hindered. Hence, the finance department fails to issue the invoice to the leasing company resulting in disruption of the company's cash flow and the BAST Finance department target failed to achieve as well as customer complaints regarding the late delivery) (I1, PT. Liek Motor Indrapura, 21/10/2020).

In addition, another informant (I2) explains that some staff of the sales department fail in informing and explaining the SOP of payment transactions to the customer and reporting the situation to their immediate supervisors. These failures become the causes in creating conflict between both departments (Sales and Finance). In addition, the lack of communication within the sales department creates conflict within the department in which amplifies the conflict between sales and finance departments. This condition is supported by Nugroho (2019), who mentions that the lack of communication between the superior and his subordinates causes the subordinates' bad performance. However, communication can cause conflict as well. This argument is supported by prior studies that found communication not only serves as and problem-solving but also creates challenges in terms of conflict (Ghavifekr, Nair, & Ibrahim, 2019; Hasanah, 2020). Accordingly, the situation occurred at PT. Like Motor Indrapura is due to the lack of communication not only between two departments (finance and sales) but also within the sales department (between the head of the department to supervisors and between supervisors to sales employees). One of the reasons for the occurrence of lack of communication is that the sales department employees are anxious to be reprimanded for their failures in following the SOP (see Table 1).

"... Sebenarnya karena lupa menyampaikan ke pelanggan. Terus terang saya lupa mengedukasi pelanggan pada saat melakukan pembayaran, jika beda pembayaran antara nama pelanggan yang tercantum pada formulir Surat Pemesanan Kendaraan (SPK) dengan sumber dana maka pelanggan wajib mencantumkan berita transfer sesuai nama yang tertera di form Surat Pemesanan Kendaraan (SPK), ..." ("... Actually, I forgot to inform the customer related to the payment process. If the names on the payment is different with the names on listed on the Vehicle Order Form, the customers need to notify (explain) the source of the payment, ... ") (I2, PT. Liek Motor Indrapura, 21/10/2020).

Table 1. SOP implementation at PT. Liek Motor Indrapura

No	Issue observed	Condition
1	Information transfer (head to supervisors to members)	Poor
2	SOP implementation	Poor
3	Communication (within & inter department)	Poor

When the finance department socializes the SOP for the new payment policy, most of the sales department members did not attend the meeting and they were represented by their sales department Head and supervisor. Because of the depraved communication flow within the sales department, information regarding SOP and new payment policy did not reach (equally spread to) all sales department members (staffs) (see Table 1). This condition resulted in the conflict occurrence regarding payment methods during sales transactions. The conflict was started from the failure of the sales department in implementing payment policy; thus, disturbing the company's cash flow. This situation occurs due to there is a discrepancy among the elements of organization, as stated by Widiyanto (2018) the harmony within the organizations is created through the dependency in terms of the relationship among the elements in the organization, in contrary, the discrepancy of these elements will cause the disharmony in the organization.

According to the Informant (I1), the company meets with the cash-flow disruption (problem) because the policy was not well implemented due to the failure in issuing an invoice to the leasing company caused by the unprocessed Handover Certificate (BAST). There are two reasons why the problems occur; one is because of the bad communication flow within the sales department as well as intra-department (between Finance and Sales) and two is the psychological condition of the sales department employees (being afraid of getting reprimanded by their supervisor). Organizational conflict is defined as a conflict that occurs when behavior is directed at the goals of one group or thwarts the goals of another (Jones, 2013). Meanwhile, Miller (2012) defines conflict as the interaction of interdependent individuals in accepting differences in goals, objectives, and values and views other parties as disturbing the achievement of goals. The discrepancy of these objectives serves as the cause of conflict (Wirawan, 2010). Based on the explanation of the results of previous interviews, it shows that there is a discrepancy in objectives on the heads of both departments due to the failure in implementing the SOP of the Vehicle Order Letter.

From this understanding, it shows that the conflict between the Finance and the Sales departments occurs due to the behaviors regarding the company target. The Sales department neglects its duties regarding payment transactions because of their ignorance in company target regarding company financial condition. Meanwhile, the Finance department expects the sales department to be able to ensure the transaction process according to the

standard set so the company's financial situation will be secured. However, because of the failure (of the Sales department) in meeting the standard set, the company's financial situation (cash-flow) becomes affected and unstable. In addition, individual psychological factor (being afraid of getting reprimanded by the supervisor) serves as another factor causing the failure in the SOP implementation. According to Shockley-Zalabak (2014), fears and anxiety become the sources influencing employing decisions in implementing the policies. In organization management, the finance department represents the company in terms of financial performance, while the cash-flow stability represents the sales performance. Thus, both departments are interdependent and need to work in synergy to achieve the best result (Wirawan, 2010). This is similar to the argument stated by Widiyanto (2018) about inter and intra relationship of elements in the organization. Consequently, the discrepancy in one or two elements in the organization (company) will certainly affect the company's performance. Therefore, in the case of PT. Liek Motor Indrapura, both departments (sales and finance) have to maintain their roles respectively as each carries its responsibility in developing and stabilizing the company.

Lack of communication between departments (sales and finance departments) hinders the development of the company. A company's financial instability possibly serves as an indication of problems in an organization, especially its communication flow. Moreover, according to a study conducted by Pace & Faules (2015), one of the problems that arise in organizations is due to the absence of information disclosure related to the performance of the organization itself. Good communication within an organization becomes the key point of success in the organization (Romadona & Setiawan, 2020) and to ensure the continuation of this communication, all related parties should actively engage in the communication willingly (Prasanti & Indriani, 2018). Data found in this study show that there is interference in the communication flow within the sales department, in terms of information delivery to customers as well as report to sales supervisors due to individual psychological conditions of the sales department members. This indicates the discrepancy of communication flow intra-department in the organization of PT. Liek Motor Indrapura, Surabaya.

Conflict Management

Miller (2012) states that there are five stages in organizational conflict, namely: latent conflict, perceived conflict, real conflict, and conflict results. The latent conflict saw the inequality of performance between the Finance and Sales departments in implementing SOP implementation to achieve good cash flow. The Sales department does not carry out its duties according to the SOP, while the coordination between both departments is ceased to exist. The breach of SOP Implementation SOP causes the problem as both departments are interdependent. The Finance department requires the Sales department to properly implement the SOPs (in the Vehicle Order Letter) because it affects the company's cash flow. Any breach causes the instability of the company's cash

flow, though the company's cash flow is the responsibility of the Finance department.

Further, the conflict was created in which was later perceived by both head departments. From the interview with the Head of the finance and sales departments, the conflict needs an immediate solution as it impacts customers. As mentioned by the Sales Head and Supervisor, SOP implementation requires a period to be successfully carried out. Communication within the department is needed to ensure all department members understand the SOP and can implement it well. Not only inter-communication (within a department), the communication needs to be carried out to the customer as well as it is proved by Hassanah (2019) that good communication within and outside organization serves as a problem solution in conflict management. In this study, the situation can be seen from the interview with another informant (I3),

".... SOP kami masih berjalan 3 bulan, maka kami akan melakukan upaya edukasi dengan cara berdialog langsung dan melakukan upaya konfirmasi secara langsung dan mengundang pelanggan datang ke kantor kami, ..." (...this SOP is still running for 3 months, so we need to explain to our customer directly in order to avoid any misunderstanding) (I3, PT. Liek Motor Indrapura, 21/10/2020).

Direct communication is selected as the approach based on the conflict management strategy of Blake & Mouton and Thomas & Kilmann. Both strategies are employed because those engage in integrative bargaining which explains the concept on how to perform management activities referring to the managerial grid concept normally exist in a country, club, team management, organization management, poor management, and task management or compliance-authority. The managerial grid is related to the behavior of leaders that is related to the priorities and needs as well as the production or targets (Nahar, 2014). Furthermore, Nicotera & Mahon (2012) develop Blake & Mouton's concept into two dimensions. This concept is further developed into a conflict management style framework consisting of individual and interpersonal (others) cares (Nahar, 2014).

In this study, the heads of both finance and sales departments employ team management and collaboration style in conflict resolution. Team management style is carried out within the department (Sales), while the collaboration style considers individual and other cares. Both styles are employed by the head of the Finance department to increase the company's cash by collaborating with the Sales department. This situation further proves the idea on how Blake & Mouton concepts managerial grid discussed by Cho, Yi, & Choi (2018). Pedhu (2020) argues that the collaborative style tries to find a good solution so that both parties win and create a conducive situation. This target (increasing the company's cash flow) is achieved when the conflict is solved and the SOP is implemented accordingly (see Table 2).

Table 2. Communication interference to mediate conflict

No	Issue observed	Interference
1	Information transfer (head to supervisors to members)	Regular meeting (daily, weekly, & monthly)
2	SOP implementation	Monitored (by the head of each department)
3	Communication (within & intra-department)	Regularly coordinated horizontally (head to head) vertically (head to supervisors & members) (supervisors to peers & members)

Employing team management style is to determine the needs of other departments and their subordinates, (such as communicating with customers). This is usually done together with the collaborative style for other cares. The Finance department head provides the opportunity to communicate with the Sales department (represented by the Sales Supervisor and his subordinates) (see Table 2). In this communication, both parties seek solutions that benefit both sides Miller (2012). Moreover, Moleong (2019) mentions that using a collaborative style prevents the development of victimized behavior and intimidation. This style is employed to prevent intimidation in the sales department. Listyono (2020) argues that bargaining is a process related to a person's efforts to complete what they can give and receive in exchange for available information and the approach and behavior they choose. Hasanah (2019) stated that the success of negotiations is determined by the approach and ability to negotiate. Negotiation becomes a process related to a person's efforts to complete the information exchanges according to individual behavior and approach (Listyono, 2020). Negotiations can be divided into two, namely distributive and integrative negotiations. In the distributive approach, each party is usually interested in maximizing personal returns and cannot see the bigger potential of an integrated approach. Meanwhile, an important requirement for integrative negotiations is close cooperation and communication among the parties. These types of negotiation - distributive and integrative - are closely related to the negotiating behavior of the parties involved, such as competitive and cooperative. The commonly used competitive and cooperative tactics mentioned in this study are followed by economic and socio-psychological measures of negotiation behavior. Barriers to reaching an integrative agreement are summarized and contributed in the negotiation support system (NSS). Dialogue between the Head of the Finance department employs integrative negotiations by inquiring about the obstacles and offering assistance to solve the problems to achieve the target (the stability company's cash flow). Kaisupy & Maing (2021) mention that despite fighting for individual interests, one cannot violate and disserve other interests. Conflict resolution by utilizing integrative negotiation is selected because of the consideration of the parties' behaviors and socio-psychological conditions.

In addition, collaboration and team management styles are carried out by the company management represented by the sales and finance departments as well as their respective members. Although, seemingly, the resolution benefits the Finance department the resolution benefits the company as this resolution ensures the company cash-flow and financial security. In the overall situation, the stability of the company provides security and satisfaction to customers as well as the employees. Direct communication (between company and customer; within the department; and intra department) provided by the sales department serves as a solution to resolve the conflict and becomes one of the measures in SOP implementations as well (see Table 3). Conflict resolution through a win-win solution ensures the continuation of the works in the organization. In addition, this communication provides opportunities for all parties to explain the problems or challenges that happened in each department (see Table 3). Finally, this conclusion serves as the third phase in conflict management, the post-conflict phase. After resolving the conflict, communication becomes open resulting in the prevention of any future conflict. However, although it may prevent the conflict, it cannot guarantee that conflict will not have occurred in the future.

Table 3. SOP implementation after communication interference

No	Issue observed	Before	After
1	Information transfer	Poor	Well informed
2	SOP implementation	Poor (mostly ignored)	Well implemented
3	Communication	Many	Well regulated
4	Problem-solving	misunderstanding Poor	Good (mostly solved)

Role of Communication in Mediating Conflict

According to the communication flow, the flow at PT. Liek Motor Indrapura is connected sequentially according to the organization structure, from the supervisor to the head of the department. The information provided by the sales department refers to the SOPs implementation on payment transactions. Yet, the sales department is possible to communicate directly with the finance department regarding the occurrence of any significant issue. From the interview, the communication carried out by both departments is through telephone, morning (daily) briefings, texting (WhatsApp messages), and noticeboards. Generally, the information mentioned by the finance department and sales department relates to the down-payment of car purchasing transactions. Moreover, there is intercommunication within each department. However, seemingly, there is a misunderstanding and misconception on organizational communication at PT Like Motor Indrapura (see Table 1); hence, resulting in the occurrence of conflict between finance and sales departments.

According to Aula & Siira (2010), conflict commonly occurs due to the consequences taken by the related parties, such as layoffs, demotions, salary deductions, etc. The conflict occurs because of miscommunication or lack of communication among the related parties (Cheney, et.al., 2011). At PT Liek Motor Indrapura, the conflict between sales and finance departments is caused by the bad communication flow leading to miscommunication (communication halt) on both departments. Based on the mechanistic paradigm, communication can be interpreted as a mechanical process in which messages exist across time and space (Rubino, 2019). While Liliweri (2011) mentions that communication is an activity involving the sender and the recipient (of the message) transcending time and space. Nevertheless, managing communication is the best way to avoid conflict occurrence (Mulyanto, 2015). Accordingly, the conflict in the sales and finance departments of PT Liek Motor Indrapura exists due to the lack of communication and the bad management of communication flow in the organization (see Table 3).

Communication acts as a conflict in itself and becomes a means of conflict resolution. (Anwar, 2015) argues that conflict occurs because of individual misunderstandings on information received. It means that there is an interruption in the communication flow or the communication does not work. In line with Prasetyo & Anwar (2021) that the role of communication can reduce misunderstanding of information between the parties involved. The organizational conflict at PT Liek Motor Indrapura occurs because there were interruptions in the communication flow between the sales and finance departments regarding the policy issued (SOP on payment transaction) (see Table 1). One of the interruptions is less direct communication between both heads (sales and finance departments) regarding the SOP before the issue (see Table 2). Another is due to lack of communication of the updates regarding problems during the sales that affect the administration (payment). Liliweri (2011) and Mustomi, Siswidiyanto, & Puspasari (2018) argue that communication serves as a key to success, as it can facilitate any possible problems during the activities. Open communication, such as dialogue, has a significant role in managing conflict. As seen in this study, to mediate conflict between two departments, dialogue, and direct communication allows both parties to communicate problems and explain interests regarding the SOP implementation. Mudzakkar (2020) mentions that dialogue can create a more conducive situation. In the final observation and interview, conflict was resolved without disserving any side. From the finance department point of view (interest), financial stability relating to company cash flow cannot be damaged due to the unstandardized payment method (referring to SOP and payment policy); while in the sales department point of view, the most important responsibility in their job is to obtain targeted sales and it can be affected if the customer becomes dissatisfied with the payment method. According to Miller (2012), the classical approach stressed the efficiency of the organization's policies and procedures implementation. Any related department should refer to the company's financial stability (especially cash-flow funds) in order to maintain the company's development and existence. The classical

approach is a method that views conflict due to inadequate communication and a lack of trust between conflicting parties which reduces their performance (Omisore & Abiodun, 2014). Unattainable financial cash flow targets indicate the failure of employee productivity and performance development. In addition, the performance of the sales department which does not implement SOPs illustrates that the company is not doing well. Failure to achieve the target can be defined as conflict according to the classical approach. Moreover, (Sitepu, 2011) mentions that the classical approach views arising conflict because of the halted communication, so the coordination is not established in the organization. Organizational conflicts occurring between the finance and sales departments are due to the lack of coordination in implementing SOPs. Lack of communication results in the misunderstanding of the SOPs and creates problems.

Communication in the classical approach should be carried out both vertically and horizontally and aims to delegate authority, responsibility, instructions, and order (Arni, 2014). In addition, Pace & Faules (2015) agree that communication is created based on vertical and horizontal structures on the different levels of authority and supervision; hence, coordination is needed to achieve common goals. In this study, communication is seen horizontally which is carried out between departments related to SOP implementation (payment transactions). Meanwhile, the need for conflict management in problem-solving in the organization should refer to the organization's vision and mission as well as mutual respect and awareness of individual differences in the organizational communication (Mulyanto, 2015). Effective communication methods need to be developed to reduce conflict. The role of communication in organizational communication and conflict management is significant especially to avoid and reduce misunderstandings and misinterpretations (Anwar, 2015). Finally, good organizational communication skills result in good conflict management. On contrary, this study highlights communication as media to prevent conflict in the organization. From the analysis, this result indicates that good communication prevents the occurrence of conflict in the organization. If the communication is well carried out among the departments in the organization, the possibility of conflict occurrence regarding the SOP of payment method in sales transactions can be avoided and minimized (see Fig. 2 and 3).

CONCLUSION

As previously discussed, it is concluded that communication has a significant role in mediating conflict in the organization. It is proved by how it successfully mediated conflict between finance and sales departments at PT. Liek Motor Indrapura, Surabaya. Not only communication is able to solve the conflict, but it also successfully mediates both departments in figuring out the best method to prevent the occurrence of similar conflict. Moreover, communication successfully finds out the source of the problems which is actually due to the policy issued by one of the departments (finance). The issue occurs because of

the lack of communication of both departments, especially in the discussion of each interest and intention.

Although it is impossible to eliminate the possibility of conflict occurrence, it remains possible to reduce as well as minimize the potential damage (due to conflict occurrence) in the organization. Dialogue as a form of communication becomes necessary and crucial prior to issuing policies and regulations in the organization, especially if they affect other interests. In this case (at PT Liek Motor Indrapura, Surabaya), dialogue between heads of departments needs to be carried out before policy that affects other departments is issued. To design policy, such as SOP (Standard Operating Procedure), all elements in the organization have to communicate to mediate all concerns. Furthermore, communication should be performed not only horizontally but also vertically, meaning that communication flow should be existing between superiors and subordinates as well as among peers to discuss and communicate the issue that happened or possibly happened in the present as well as future.

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