

## The Role of Organizational Communication and Leadership Style in Conflict Management in Organizational Environments

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### Abstract

*This study aims to analyze the role of organizational communication and leadership style in managing conflict in the organizational environment. By using a qualitative descriptive method, the research conducted is a qualitative descriptive study that aims to find and describe an activity that is carried out. This research is included in the type of library research, namely research whose activities are related to collecting data through literature, or research that explores the object of study by relying on various information from library sources. The results of the study indicate that open, transparent, and inclusive organizational communication can minimize the potential for conflict caused by miscommunication or lack of understanding between individuals or groups. In addition, transformative and participatory leadership styles have proven to be more effective in managing conflict than authoritarian leadership styles. Leaders who are able to listen, provide space for member participation, and make decisions fairly can create a conducive and harmonious work atmosphere*

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## 1. INTRODUCTION

Communication is an activity that can never be separated from humans as living creatures (Ma'Arif, 2018). Likewise with the birth of organizations designed to facilitate meeting the needs of the people within them. Organizations consisting of diverse individuals with different backgrounds, personalities and potential certainly need to communicate to minimize misunderstandings that can cause conflict within the organization (Andersson et al., 2014).

Communication is the process by which someone sends or receives messages, directly or indirectly, to another person in written, spoken or non-verbal language. Communication is an important element for an organization, and the importance of communication plays a crucial role in determining whether an organization can successfully achieve its goals. Effectiveness and efficiency in achieving organizational goals can be influenced by communication effectiveness. It involves mobilizing the activities of people in an organization to achieve organizational goals. In organizations, communication also acts as a link between organizational structures with different authorities, responsibilities and responsibilities, allowing them to work together to create harmony in the performance of people in each organizational structure (Fauzan Ahmad Siregar & Lailatul Usriyah, 2021).

Communication has various elements, because communication is a process that involves various components. In its implementation, the communication process often faces various obstacles, so agencies or institutions need to understand how to overcome these problems so that communication can take place effectively (Wijaya et al., 2022).

Every organization must face various challenges that arise within it. In an organization, there is a structural hierarchy consisting of individuals with various backgrounds, attitudes and different levels of interest. As a result, not all organizational activities can run smoothly. Therefore, effective communication is crucial for every organization, so organizational leaders and communicators need to understand and improve their communication skills. (Nur Fadilah et al., 2014). Communication should be the main focus in an organization. Based on research, it is proven that communication provides efficient opportunities to support various activities. Many organizations or companies have realized the importance of the overall role of communication (Bernard Miede, 2000) in (Dan, 2017).

Leadership in an organization is not only centered on the figure of the leader, but also involves all members in it. This emphasizes the importance of creating a sense of trust by giving each individual the authority to carry out their duties and responsibilities. With this approach, harmonious cooperation is formed between leaders and employees. (Asiva Noor Rachmayani, 2015).

Leadership is one of the important elements that supports the continuity of a team or organization that is healthy and in line with the goals that were set at the time of its formation. In the context of institutional organizations, leaders have the responsibility to provide direction in the implementation of daily activities in certain agencies or services, such as public works offices, so that all staff can work together to achieve organizational goals. Without leadership, the relationship between individual goals and organizational goals can become fragile. Therefore, the existence of effective leadership, especially in government agencies or regional governments, is very important. (Candra, 2019) Leadership has an important role in influencing group processes and activities to achieve common goals, because leadership is the ability of individuals who occupy positions as leaders. In the management context, leadership is an integral part of the management system which has a crucial function in mobilizing subordinates. Therefore, the view emerges that all the responsibilities and burdens carried by a leader greatly influence the behavior of their subordinates. (Brata, 2011)

Research (Buhagiar & Anand, 2023) Charismatic leaders can influence the positive views of stakeholders by practicing effective communication. This includes showing an optimistic attitude, the ability to understand other people's emotions, conveying concern, and showing empathy.

Conflict Management is a process taken by a third party in directing a dispute to obtain a certain result or end result in the form of conflict resolution (Fitriana, 2014). In practice, this process can involve individual efforts, cooperation, or the assistance of third parties to resolve problems and make decisions. When related to conflict management in organizations, leadership is an approach or process that requires certain communication patterns. Leaders need to provide space for organizational members to express their views regarding the existing situation, so effective organizational communication is needed. Successful leadership relies heavily on open and clear communication. In an organization, a leader is responsible for maintaining harmonious relationships between team members, with communication as the main element. In addition, leaders act as role models for their subordinates. Therefore, leaders who are able to demonstrate good communication skills will help build a positive communication culture in the organization.

## **2. RESEARCH METHOD**

This research is included in the type of library research, namely research whose activities are related to collecting data through literature, or research that explores the object of study by relying on various information originating from library sources (Fauzan Ahmad Siregar & Lailatul Usriyah, 2021). Literature review or literature research (literature review, literature research) is a type of research that focuses on critical analysis of ideas, knowledge and findings contained in certain academic literature. The aim is to compile theoretical and methodological contributions relevant to the topic under discussion.

### 3. RESEARCH RESULTS AND DISCUSSION

#### 3.1. Research result

Communication has an important role in organizations, especially because of its benefits which include functions as a tool of control and supervision, a source of motivation, a means of expressing emotions, and a provider of information that supports decision making (Azis and Lestariningsih, 2018; Ruppel and Harrington, 2000; Ma'Arif, 2018)). Research reveals that communication creates various efficient opportunities in every activity that are in line with leadership style, namely a person's pattern of behavior or approach to leading. The same study also found that organizational commitment has a positive impact on job or organizational satisfaction, while strengthening the hypothesis that leadership effectiveness has a significant effect on job satisfaction, stress levels, and organizational commitment. (Hegger et al., 2012) in (Ma'Arif, 2018).

Because communication has a crucial role in organizational coordination and building working relationships, potential failures that can arise in the form of conflict are often referred to as failures in conveying information. In organizations with interrelated work patterns or activities, conflict occurs due to a lack of effective communication. (Permata, Adesima Qistee, Khairiah Lubis, Ginting, 2016) From the discussion that has been explained, it can be concluded that communication functions as a means of conveying information and also as a strategy for overcoming conflicts that arise due to differences of opinion. (Fauzan Ahmad Siregar & Lailatul Usriyah, 2021) Research conducted by Ismail & Razak (2020) in (Business & Christianity, 2023) shows that around 49.7% of the leader's role influences conflict resolution. Meanwhile, research by Fenansa & Nurhadi (2020) shows that there is a significant impact in resolving conflicts, where leadership includes efforts to build mutual trust, respect ideas put forward by subordinates, as well as providing attention and creating comfort for each individual in the organization.

According to Beer (2009) in (Anggorowati et al., 2021), one way to build a strong organization and achieve sustainable profits is to ensure that every individual in the organization has a strong commitment. This commitment can only be achieved if all members of the organization participate actively. Meanwhile, Covey (2013) in (Anggorowati et al., 2021) Without involvement, commitment cannot be achieved. So, how do you create this order? The answer is through effective communication. Therefore, every leader, including leaders in organizations, must realize the importance of communication and master good communication skills in their daily activities. However, in practice, the communication skills of leaders in the education sector are often not well planned, resulting in a gap between the expected skills and the reality on the ground.

#### 3.2. Discussion

The communication climate in an organization needs to be understood from various perspectives, first, communication between leaders and employees, and second, communication between fellow employees. The communication relationship between leaders and employees is often influenced by a paternalistic culture, where leaders rarely or do not give employees the opportunity to act independently and make their own decisions. This is due to the formal nature of communication between leaders and employees, as well as the existence of an organizational structure that separates them. As a result, employees are not considered a source of information, ideas or suggestions. (Nur Fadilah et al., 2014).

Organizational communication climate is an important element in determining the effectiveness of interaction and productivity in an organization. In the context of organizational communication, there are two main points of view that need to be considered, namely communication between superiors and subordinates and communication between fellow

employees. These two forms of communication have different characteristics and have a significant impact on organizational dynamics.

In communication between superiors and subordinates, a paternalistic culture is often the dominant characteristic. This culture is characterized by the role of superiors who are very decisive in decision making and tend to limit the autonomy of subordinates. In a paternalistic culture, superiors rarely give space to subordinates to act independently or participate actively in strategic decision making. This is in line with the formal nature of vertical communication which is often tied to organizational hierarchies. A hierarchical organizational structure strengthens the distance between superiors and subordinates, which ultimately hinders the two-way flow of information.

A leader motivates subordinates to do something (beyond normal expectations) through changing thinking and attitudes (performance) to achieve performance exceeding expectations, the leader shows the following behavior: idealistic influence, inspirational motivation, intellectual stimulation and personal consideration (Rahman & Prasetya, 2018). Because the role of the leader greatly influences subordinates, monitoring conflict is one of the leader's tasks in his leadership. Its effectiveness will be assessed when it is able to manage conflict with communication skills in an organization.

In recent years, communication has been considered one of the main skills that every individual, including leaders in the education sector, needs to have. Leaders often spend most of their time communicating. The main results of research on communication show that managers allocate around 70% to 90% of their work time to interacting with teams and other parties in the work environment. (Moran et al., 2014; Daft & Marcic, 2016; Grunberg et al., 2018; Anggorowati et al., 2021), effective communication also provides benefits for leaders in carrying out successful leadership. This is due to the fact that one of the main factors in becoming a successful leader is the ability to change an individual's view of themselves and encourage them to exceed their previous expectations, which is the essence of the concept of transformational leadership. (Gill, 2011) in (Anggorowati et al., 2021). Then in other research, a successful manager makes communication an instrument of time talking, listening, writing and quoting (Dan, 2017)

Several studies have been conducted in various organizations, both business and non-business, showing that leadership quality has a positive effect on the attitudes and behavior of organizational members. Employees who assess that their superiors implement poor leadership tend to experience the desire to leave the organization, feel less satisfied with their work, and experience high levels of stress. The results of this research support the hypothesis that leadership effectiveness has a significant effect on job satisfaction, stress and organizational commitment (Hegger et al., 2012) in (Ma'Arif, 2018). Apart from the leadership aspect, to strengthen job satisfaction and build employee commitment, the communication aspect within the group is also considered an important factor.

Communication in organizations has a crucial role in increasing the operational efficiency of an organization. One of the main elements in organizational communication is its ability as a means deliberately created by management to achieve company goals. The significance of communication can also be seen from the various benefits it provides to organizations, such as monitoring and control functions, providing motivation, expressing emotions, and providing information needed for decision making. (Azis and Lestariningsih, 2018; Ruppel and Harrington, 2000; Ma'Arif, 2018)).

Another role is that in an organization the work of individuals and groups will be related to each other. This organizational communication will be the first thing in identifying whether the communication that occurs is good or not good. Then, poor organizational communication will always be the door to problems in decision making. In this case, there are several strategies

that can be implemented by leaders according to (Stevenin, 1994) in (Fitriana, 2014), namely including five basic steps; 1) recognition of gaps, 2) diagnosis of main problems, 3) agreeing on a solution, 4) implementation, and 5) evaluation.

#### 4. CONCLUSION

Communication and leadership are important factors supporting the success of an organization, both to improve organizational performance and to adapt the organization to any changes in the existing business environment, thereby enabling the organization to survive and even gain a competitive advantage. Through good communication between individuals and the involvement of leaders directly related to the organization and outside the organization, organizations can obtain the information they need. To develop good communication requires an active role of managers and subordinates by applying several techniques explained in the previous section.

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