

## FOSTERING COMMUNICATION TO AVOID INTERPERSONAL CONFLICT THE FOUNDATION

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**Abstract.** Communication is very important in every relationship, both individually and in groups. When we want to communicate with other people, we do it effectively in any condition and it takes someone's readiness to receive information or questions from us. By communicating effectively, we can show a positive personality and open ourselves up to always grow and develop towards success together. In organizational communication, communication occurs both formally and informally, but in principle it discusses problems related to the service. In this article explain how to foster good communication in an organization, which aims to avoid an interpersonal conflict.

**Keywords:** communication; interpersonal conflict; foundation

### I. INTRODUCTION

A peaceful and serene life without conflict in society is an aspired state. Every individual as a social being can ideally understand each other's differences, work together, and live in harmony. Harmonious life in society cannot just appear but must be created. But in reality, conflicts in life will always exist because the involvement of each individual in differences allows them to disagree and compete (Susan [1]). Dwijanti [2] says that humans are individual beings and social beings. Humans as social beings interact with other people in meeting their needs [3]. Humans often experience conflict which is defined as the interaction between parties who are mutually dependent and perceive conflicting purposes, goals and values and see that the other party has the potential to hinder the achievement of these goals, purposes, or values [4]. Conflicts can be caused by misunderstandings or misunderstandings due to communication failures, differences in workforce, differences in the values of life that are held, as well as competition in unlimited matters, such as work facilities and positions, issues of authority and responsibility, different interpretations of a matter. Similar cases and events, lack of cooperation, disobedience to rules, personal and positional harassment, as well as changes in work goals and procedures so that employees are not clear about what should be done (Hardjana [5]).

Conflict is a form of social interaction when two individuals have different interests and lose harmony between them (Maftuh [6]). Conflict is a social phenomenon that can happen to anyone and anywhere. Conflict can occur not only in the wider community, but also in a smaller scope such as in the family and at school. Conflicts in schools usually occur between students, teachers, and structural officials (Raya [7]).

Interpersonal conflict is also known as interpersonal conflict. According to Setiadi & Kolip [8] "Conflict between individuals is a social conflict that involves individuals in the conflict. This conflict occurs because of differences or contradictions or also incompatibility between one individual and another individual. Each individual is adamant in defending his own goals or interests.

Conflict itself when viewed from the process is influenced by many factors and from a constructive stage to a destructive one with so many variations caused (Galvin & Brommel [9]). On the other hand, Wilmot and Hocker [10] suggest that communication is a central element in the occurrence of interpersonal conflict. Communication is a tool that can contribute both productively and destructively in conflict management. In addition to communication itself can create conflict or communication behavior itself can reflect a conflict. Conflict can be studied from several principles that surround it, such as whether the focus of conflict lies on the issue of content or conflict that focuses on the issue of the relationship between conflict actors, conflict has negative and positive effects, several forms of conflict to management in dealing with conflict which includes stages or strategies in dealing with conflict. conflict resolution. (De Vito [11]). In line with De Vito's description, Littlejohn and Domenici [12] suggest that from some literature on communication in marriage is very clearly explained that a low ability to manage conflict is a sign of pressure in a relationship.

Interpersonal conflict can be influenced by individual perceptions of interpersonal communication so that it needs to be managed, as Kartika [13] said that conflict occurs because of interaction (communication) failures caused by different individual perceptions and many other factors. However, what is clear is that if the conflict is not managed

immediately, employee cooperation at work will be disrupted and employee motivation for achievement will decrease. Rakhmat (Soelarso, Soebekti, & Mufid [14]) explains that psychologically during the interpersonal communication process takes place in communication there will be a process of sensation, memory, perception, and thinking. These four processes are the stages when someone receives a message to produce a response. Sensation is when the stimulus is captured by the human senses (senses) and then converted into impulses through the nerves and understood by the human brain. Based on this, the accuracy and speed of understanding the stimulus depends on the sensitivity of the human senses, so this will affect the next process. Furthermore, Rakhmat (Soelarso, Soebekti, & Mufid [14]) also explained that the perception process will involve memory and thought processes, because perception is a process when the human brain gives meaning or interprets stimuli.

## II. RESEARCH METHODS

This research is a qualitative research in accordance with the object of scientific research, so this type of research is included in the category of library research. The research was conducted by researching and interpreting theoretical matters related to the discussion. This study aims to determine how the form of conflict resolution in terms of fostering interpersonal conflict communication yayssan. The method used to describe this research is descriptive method. The steps in this research are through observation, data collection.

## III. RESULTS AND DISCUSSION

### *Forms of Good Communication in the Foundation Environment*

Forms of communication Effective in organizational communication there is a communication flow that serves to find out how the information is distributed to members of the organization, see how the distribution pattern is and how people are involved in disseminating the information within the organization. The flow of organizational communication affects the effectiveness of the organization both in relation to relationships or in the implementation and achievement of organizational goals. The smooth flow of organizational communication depends on the communication climate. Employees in one Purchasing department often have misunderstandings because the communication is ineffective.

The most important thing is the communication skills possessed by each individual because it is a determining factor for the success of each individual and organization to survive in business competition. A person's communication skills in the organization are needed in building work teams and in organizational activities. By looking at the importance of communication in the organization, the effectiveness of communication will greatly determine the success of the

organization both in the short and long term. According to Covey in the journal (Hassa Nurrohim [15]) to build effective communication, five important basics are needed, namely the effort to truly understand others, the ability to fulfill commitments, the ability to explain expectations, the willingness to sincerely apologize if you make a mistake, and ability to demonstrate integrity.

Besides that, to carry out effective communication, it is done by analyzing, blaming, judging, advising, and interrogating, and listening and questioning skills are needed. In the process of communicating, one must be able to listen and understand it well. Then ask questions that are interrelated and lead to a solution. So the main goal in effective communication is a win-win solution. No one wants to be blamed. This is the basic concept of effective communication. Effective communication needs to be done to be able to build good relations within the internal Purchasing department and relationships with other departments as goods buyers and relationships with suppliers as sellers of goods. The low social attitudes of students are characterized by a lack of social awareness of students with friends, less sensitive to the environment, lack of socialization and communication between students. (Pudjiastuti, SR [16])

So that the goals to be achieved can be achieved together. When we want to communicate with others, we do so effectively under any conditions and it takes someone's readiness to receive information or questions from us. By communicating effectively, we can show a positive personality and open ourselves up to always grow and develop towards success together. In organizational communication, communication occurs both formally and informally, but in principle it discusses problems related to the service. The causes of communication in organizations to be ineffective are excess or too much information conveyed, the level of complexity of the message, receiving multiple messages, status differences, lack of trust, unstructured communication, media selection errors, closed communication climate (Nurrohim [15]). Ineffective communication is also caused by misunderstandings and individual misunderstandings in understanding the information received. To improve effective communication within the institution or foundation, management takes the following steps:

- 1) Conducting briefings every day before work between 15 to 30 minutes, in this briefing each employee is required to report on the job desk of the work being handled, whether it's the progress of work progress, obstacles faced and sharing opinions with each other. This aims to make the work in the team run smoothly, because basically one staff with other staff in this department has a work relationship that is almost the same as the jobdesk and is related to each other.
- 2) Provide individual work reports to superiors both in writing in the form of weekly reports and orally. Managers always try to establish good communication with their subordinates to avoid any obstacles in terms of

- the work being handled and superiors will provide input on problems faced by subordinates.
- 3) Hold meetings with other departments once a week to discuss the goods ordered, specifications of goods and problems faced by each department on goods that have been ordered in the event of rejection or damage.
  - 4) Conduct direct visits or see the goods purchased directly accompanied by suppliers and related departments to check the specifications of the goods ordered.
  - 5) The purchasing department makes it easy for its employees to communicate by providing media such as laptops, computers, and mobile phones so that work performance is produced faster and maximally.

### **Community Life in the Environment**

Technological developments affect the socio-cultural changes of society. This growth and change cannot be separated from the development of scientific theories. Communication science develops on the basis of stocks of other social sciences. In these sciences communication develops, one of which is the theory of evolution. This theory was developed by Lamarck and Darwin, who saw the development of the human organism as a law of development (Garna [17]), so that people living in a social environment can influence their evolutionary organisms.

Specer (in Garna [17]) says that society as an organism, which therefore grows and develops, shows the evolution of the structure in society, namely from simple forms to complex forms, or from homogeneous to heterogeneous. Changes show social differentiation, namely the evolution of functions and interdependence between parts of society. This situation can lead to a situation in people's lives that causes communication and interaction due to interdependence, so Homan (Poloma [18]) assumes that people are involved in behavior to obtain rewards or avoid punishment.

The exchange of behavior for rewards is a basic principle in simple economic transactions. A person can exchange his services for a weekly wage. With this money, he may buy kitchen necessities, pay rent, or exercise fees. Each of these expenditures can be considered as an example of social exchange in an economic context. This view shows that the development and formation of a society is like the arrangement of matter or organisms, although there are several weaknesses that need to be debated (Liliweri [19]).

Thus, Specer (in Garna [17]) strengthens his argument by seeing that Ridwan Usman. Communication is an activity in exchanging messages in accordance with the growth of issues or information in people's lives. Correct information will create a calm in people's lives. If the issues or information developed by people in interacting are not in tune with what is happening then conflicts arise in every message exchange process, whether individual, group, or community. As a result, social clashes are unavoidable, both in physical form and in the suppression of every idea that develops in every component of people's lives. The theory of evolution in society proceeds under conditions, namely (1) various facts show that social evolution is the forms of an

overall activity of evolution, society. show an integration; (2) The change from homogeneity to heterogeneity, from tribe to civilized nation is full of structural and functional inequalities.

Durkhem (Ritzer [20]) mentions that social facts occur in two forms, namely: (1) in the form of material that shows part of the real world (external world). For example, architecture and legal norms; (2) in the form of non-material, showing something that is considered real (external). This type of social fact is an intersubjective phenomenon that can only emerge from the human condition. For example, egoism, altruism, and opine. Human principles in life are influenced by biological factors as one of the human organisms. Hobbes (Poloma [18]) says that human actions are determined by lust and greed, which manifest themselves in harsh conflict situations, but humans do have reason.

Reason allows this poor human nature to be overcome and allows violent conflict to be transformed into non-violent cooperation. This is not only stated by Hobbes, but also Aristotle (Campbell [21]), namely because society is natural to humans, because in humans there are efficient causes of life, social, sexual desire and relationships for friendship and also because It is social groups whose nature can develop. He also said that natural human social abilities have many forms. Gathering the abilities of being the head (Phillia), which is meant a bond of affection between individuals includes the desire to cooperate. Desires in community groups, vary according to the needs, habits, and behavior in the lives of individuals, groups, and the community concerned.

Krech [22] says, the desires of community groups that must be expressed consist of: (1) the desires and goals of a group that has been formed by its members may be different from other groups; (2) desires that are not always real so that the function of the group is not real; (3) the desires needed by a group may differ from those of the groups formed at the same time. Human desires as members of society can be different based on the problem, the meaning of communication in the socio-cultural relationship of the community.

Homan (Ritzer [20]) says that the more a person is harmed in relation to other people, the more likely that person will develop emotions. This situation will result in various social and cultural clashes in society and eventually lead to conflict. Communication as a tool that can bridge this behavioral relationship, especially the social conflicts that occur. Newcomb [23] explains that it can be expected that groups whose members have been in constant communication with each other will display certain characteristics that are not shared by newly formed groups. Therefore, a person's communicative behavior is largely shaped by that person's views and perceptions when dealing with other people (Liliweri [19]).

In these circumstances, community conflicts can show a process of communicative interaction and communication in various socio-cultural systems. Because communication and interaction is a binder of a close relationship in people's lives to various situations that grow

and develop in society. Communication and social interaction can occur in various situations, because from the nature of human life, dealing with individuals, groups, and communities is a demand of life. Herbert Mead (Poloma [18]) says that social reality is more of a process than something static. Humans and social rules are in the process of becoming, not as a complete fact.

Seeing this situation, Blumer (Craib [24]) explains that (1) humans act towards things on the basis of the meanings those objects have for them; (2) the meanings are the result of the social interaction of human society; (3) meanings are modified and handled through an interpretive process used by each individual in his involvement with the signs he encounters. These meanings are closely related to different societies, due to the fulfillment of different desires, the assumption of Blumer's symbolic interaction can be related to Arnold who mentions that humans in everyday life are full of symbols. Arnold Rose (Ritzer [20]) mentions the following general propositions; (1) humans live in an environment of symbols.

Humans respond to these symbols as they respond to physical challenges, such as heat and cold. However, human privilege lies in the ability to communicate these symbols verbally through the use of language; (2) through symbols, humans are capable of stimulating others in ways that may differ from the stimuli they receive from other people; (3) through the communication of symbols can be learned a large number of meanings of values, and because of it can be learned the ways of action of others; (4) symbols, meanings, and values associated with them are not only thought of by them in separate parts, but always in the form of groups, which are sometimes broad and complex. Symbols in society are influenced by the development of interaction, because people's lives are affected by various existing habits. If people live in a homogeneous situation, then the symbols that develop will be more towards similarities.

### ***Interpersonal Conflict in Communication Perspective***

Newcomb [23] says, the interaction of observable behavior, which occurs between two or more people, when there is reason to assume that between these people more or less respond to each other. Interaction is a behavior of two or more people. , from two people means that the behavior of a person or group can be observed by other people or groups (Newcomb [23]). Then, Paul Rock (Craib [24]) states that: (1) interactionists see humans as mere cognitive existences, as if we understand humans when we understand what they think and know about the world, the meanings of the world. its meaning, and its conceptions of itself; (2) interactionism gives the beginnings of a theological explanation as opposed to an overt causal explanation of human action. The state of interaction can show a person's communication relationship with others in social activities of society.

They carry out concrete interaction relationships, according to their wants and needs when interacting, both in the form of developing knowledge, religion, socio-culture, as well as very personal relationships, namely marriage. Communication with interaction has a close relationship in

the community because, as Garna [17] says, that individuals who are interacting take on the role of communication, and make interpretations that are both adjusting actions, directing, and controlling themselves and perspectives. The joint action of individuals in carrying out it to obtain mutual satisfaction, usually does not need each of them to have the same motives and goals. The interaction between individuals in society, which uses symbols, behaviors, and very certain meanings, is the base of all development, which forms a series of roles.

All of these roles will become social institutions, and through social institutions formed by roles, community members carry out relationships, activities, and actions. Community actions are influenced by groups living together in achieving a goal towards success for the growth and development of different communities, so there is no tension. social relations in achieving the development of harmony of life in society. Therefore, communication and interaction greatly affect the social relations of people who live together. Craib [24] says that symbolic interaction is a theory of individual persons, social action which in its most definitive form does not seek to become a theory of society.

### ***Conflict as a Consequence of Communication***

The growth of conflict in the communication process occurs due to the throwing of unsatisfactory messages between the communicant and the communicator. To see it, communication conflicts are always tied to various sociological theories, especially the theory of evolution, interaction, and even integration theory, because conflict theory develops from functional structural theories in which one of the characters is Karl Marx who describes the problem of human interests. as a result of differences in interests in the lives of individuals, groups and society.

Karl Marx (in Garna [17]) shows that the main interest of the bourgeoisie is to obtain maximum profit. On the other hand, the pro-actor need more salary, the salary that reduces the employer's profit, and when the employer does not meet the demands of the workers, industrial conflict occurs. Weber argues that the beliefs held by individuals are subjective, but power is absolute, and when obeying that absolute power, believing in obeying the government is one of the teachings of religion. Due to differences in meaning and interests, conflicts arise which are called industrial conflicts.

Parson (Simandjuntak [25]) says that conflict is dangerous because the conflict itself is dysfunctional, causes division, and disrupts society. Parson (in Garna [17]) explains the conflict as a social form, which by using the concept of socialization that creates tension and conflict, it clarifies the conflict. In the socialization process, individuals are usually transformed by various deviations (devians) through choices about what is good and what is bad, including how to do it. The situation of doubting the different choices creates ambivalence, on the one hand the individual feels deviated from his family norms and on the other hand the act is the norm of the school group, for example, resulting in conflict within a person.

Ceser (Poloma [18]) sees conflict explaining that the closer a relationship is, the greater the affection that has been embedded, so that the greater the tendency to suppress rather than express hostility. Whereas in secondary relationships such as with business partners, hostility can be expressed relatively freely. This does not always happen in primary relationships where the total involvement of the participants makes such an expression of feelings for the relationship. In other circumstances Ceser (in Garna [17]) says that conflict prevents a freezing of the social system by pressing the pressure on innovation and creativity.

Dohrendorf (Craib [24]) says that: (1) role structures give rise to complementary conflicts and interests; (2) general description of the conditions that lead to conflict, so Perycohen said that conflict can be seen as a way to maintain stability. Then Himes (Sunatra [26]) said that conflict is seen from two dialectical sides, so they try to combine conflict theory with structural functional theory. Their attention is placed on the balancing effects of conflict. However, no less important are the effects that disrupt the balance of the system brought about by order. Certain types of order or too much order can create imbalances in the social system: for example, a totalitarian government, despite its emphasis on order, can destroy the stability of society. This will survive if the needs and desires of the community can be balanced with one another. Otherwise, organized societies will be threatened by the interests of other individuals in the society in which they live.

Moore (in Poloma [18]) says that as a mechanism that explains the function of society, however, it must distribute members into various social positions and teach them to carry out obligations according to that position. That in itself must relate to two different levels of motivation. Instills in individuals a certain position, and when already in that position, instills a desire to carry out the obligations associated with it.

Lenski said that functional and conflict theory provide propositions through which a single layered theory can be obtained. Furthermore, Newcomb [23] says that conflicting role expectations are usually a consequence of membership in different groups of a young member of his family. and also members of their peer groups. For example, there are two general ways in which norms from different groups get to know a person simultaneously.

#### **Analysis of Communication in Conflict**

The communication process in society has its own meaning because in communication theory Shaman (Fisher [27]) says that communication as "includes all procedures through which one person's thoughts influence others." Then, communication can be interpreted and understood in the sense of exercising power. This concept can place its own position in the communication process as an element of social control, where a person as a member of society influences behavior, beliefs, attitudes, and so on from a social atmosphere and action.

According to Edwin B. Elippo (Moekijat [28]), communication encourages other people to interpret an idea

in a way that is desired by the speaker or writer. Carl I. Hovland (Effendy [29]) says communication is a systematic effort to formulate firmly the principles of delivering information and forming opinions and attitudes. This communication description can illustrate that the essence of a communication process is a statement that conveys the relationship between human statements and what is stated is a person's thoughts or feelings to others by using a tool, namely human language as a place of distribution (Effendy, [29]).

#### **IV. CONCLUSION**

Conflicts in the communication process are often caused by the effects of messages conveyed in every message exchange activity, both in interpersonal, interpersonal, group, media and mass communication communication. The reason is that each message that is generated has a different meaning between the communicant and the communicator. If the message is not too stressful, it can still be understood, every individual, group, and mass can control their emotions that lead to conflict. However, if the emotions of each recipient's environment are continuously suppressed, various prolonged socio-cultural conflicts arise. Every communication process has an end result called an effect. The effect that hits someone who receives it, either intentionally and feels or can't be understood, is the result of the communication process. When the communication process is in progress, a message (communicator) runs on a target line to a point, namely the direction of the recipient (communicant), at that time the effects begin to appear hidden both on the communicator and the communicant because these effects arise.

Communication conflicts in the interpretation of each process of changing the experience of people who carry out communication activities, can arise a disturbance to the desire of a message target because, often a meaning is reduced and even becomes completely lost due to interference. Disturbance is any stimulus that hinders the distribution of messages from sender to receiver and vice versa. Most of the success of human communication depends on how to overcome the disturbance that is formed: external, internal, or semantic.

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