COMMUNICATION PATTERN OF PC IPPNU PONOROGO ORGANIZATION IN OVERCOMING INTERNAL CONFLICTS

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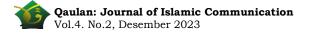rezaaaula.05@gmail.com

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Abstract: In organizations, maintaining harmonious relationships is essential in managing material, financial, and human resources. Overcoming internal conflicts is one of the challenges in managing and leading members. Conflicts that are not resolved immediately will hinder the organization in achieving goals. Therefore, there is a need for appropriate and effective communication patterns for conflict resolution. This study aims to determine how the pattern of organizational communication carried out by PC IPPNU Ponorogo Regency in overcoming internal conflicts. The method used is a qualitative approach to *field research* with descriptive methods. The data collection techniques used were participant observation, interviews, and documentation. The study results were obtained: 1) There are 4 forms of internal conflict, including conflicts within individuals, conflicts between individuals, conflicts between members in one group, and intra-organizational conflicts caused by communication factors, organizational structure factors, and personal factors. 2) Communication patterns in overcoming internal conflicts, namely the star model through horizontal and informal communication and the chain model through formal communication networks, including upward and downward communication. Both emphasize the existence of common *interests* and *common goals* that can foster each member's proactive nature and mutual openness to actively participate in resolving internal organizational conflicts.

Keywords: Communication Pattern, PC IPPNU Ponorogo Regency, Internal Conflict.

Abstrak: Dalam organisasi, menjaga hubungan yang harmonis sangat penting dalam mengelola sumber daya material, finansial, dan manusia. Mengatasi konflik internal merupakan salah satu tantangan dalam mengelola dan memimpin anggota. Konflik yang tidak segera diselesaikan akan menghambat organisasi dalam mencapai tujuan. Oleh karena itu, diperlukan pola komunikasi yang tepat dan efektif untuk penyelesaian konflik. Penelitian ini bertujuan untuk mengetahui bagaimana pola komunikasi organisasi yang dilakukan oleh PC IPPNU Kabupaten Ponorogo dalam mengatasi konflik internal. Metode yang digunakan adalah pendekatan kualitatif dengan jenis penelitian lapangan (field research) dengan metode deskriptif. Teknik pengumpulan data yang digunakan adalah observasi partisipan, wawancara, dan dokumentasi. Hasil penelitian diperoleh: 1) Terdapat 4 bentuk konflik internal, antara lain konflik dalam diri individu, konflik antar individu, konflik antar anggota dalam satu kelompok, dan konflik intra organisasi yang disebabkan oleh faktor komunikasi, faktor struktur organisasi, dan faktor personal. 2) Pola komunikasi dalam mengatasi konflik internal, yaitu model bintang melalui komunikasi horizontal dan informal dan model rantai melalui jaringan komunikasi formal, meliputi komunikasi ke atas dan ke bawah. Keduanya menekankan pada adanya kepentingan bersama dan tujuan bersama yang dapat menumbuhkan sifat proaktif setiap anggota dan saling terbuka untuk berpartisipasi aktif dalam menyelesaikan konflik internal organisasi.

Kata Kunci: Pola Komunikasi, PC IPPNU Kabupaten Ponorogo, Konflik Internal.
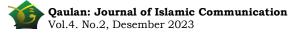
INTRODUCTION

Human resources are the biggest challenge for an organization, one of which is internal conflict. Conflict is a conflict that occurs between two or more parties, either individuals or groups, who have certain goals and are overwhelmed with thoughts, actions, and feelings that are not in line. Meanwhile, internal conflicts occur within the organization, between members and members of the organization's management. Conflicts are caused by factors such as diversification of life background, culture, education, age, etc. In addition, differences in opinions, interests, goals, and needs are also factors in the emergence of internal conflicts that can affect organizational performance and productivity if not handled properly. Therefore, effective and appropriate communication in overcoming internal conflicts is essential for the sustainability and success of the organization.

Communication patterns are rules and procedures that affect how information is received and passed on between members of the organization with clear and open lines of communication between members so that members can express differences of opinion and be a facility for better understanding between members of the organization. Communication is essential in organizations because it connects the attachment of three primary elemental motives: people (a group of people), cooperation, and goals to be achieved. Thus, information or messages in organizational communication must be considered together to achieve an ordinary meaning of messages and produce appropriate and effective decisions.

The Nahdlatul Ulama Women's Student Association (IPPNU) is a non-profit educational, community and religious organization.[1] That houses NU students, students, young women, and university students. The IPPNU organization, which was born on March 2, 1955 AD or 8 Rajab 1374 H, is based on the desire to have a forum for social activities and youth programs that characterize religious practice and cadres of teenagers, students, students, NU students to walk in the direction and values of NU based on *ahlussunnah wal jamaah.*

Branch Leaders (PC) are the highest leaders at the district level who oversee Branch Child Leaders (PACs) at the sub-district level, Branch Leaders (PR) at the village level, Commissariat Leaders (PK) at the school level, Higher Education

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[1] PP IPPNU, *Results of the XIX Congress of the Nahdlatul Ulama Women's Student Association* (Jakarta, 2023), 18.
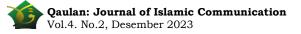
Commissariat Leaders (PKPT|) and so on. The division of labor system in the IPPNU PC organization of Ponorogo Regency is carried out with an organizational structure and communication scheme including the Chairman, Vice Chairman, Secretary, Vice Secretary, Treasurer, Departments, and Institutions that allow communication and cooperation in achieving an organizational goal.

However, this aspect does not guarantee the organization avoids internal conflicts. The process of communication and cooperation that needs to be better established and harmonious becomes a source of conflict that impacts the organization's sustainability. Communication factors such as the inability to communicate clearly and openly, lack of interaction intensity, and coordination are the primary factors for misinterpretation and conflict. There is an article that explains the factors of internal conflict in the IPPNU PC of Ponorogo Regency, including the ego factor of one of the administrators or members, lack of information disclosure, weak organizational managerial, one's dominance, incomprehension of duties, and so on.[2]

These factors cause weak performance of the board or members, inappropriate or ineffective policies or decisions, and work programs that are not implemented so that they can impact the leaders below. Therefore, there is a need for a communication pattern to change the attitudes, actions, and mindsets of the management and members of the IPPNU PC of Ponorogo Regency, who tend to ignore and underestimate problems and even think that problems must be resolved by conflict. Proper communication is expected to produce sound, effective, and efficient solutions.

In response to this, the IPPNU PC of Ponorogo Regency began to act to overcome it so that it would not drag on and cause worse impacts. Through this research, we will analyze the communication pattern of IPPNU PC Ponorogo Regency in overcoming internal conflicts, as well as evaluate how communication can help overcome internal conflicts and explore various practical communication steps and patterns in overcoming internal conflicts in IPPNU PC Ponorogo Regency. This interests the author in researching "Communication Patterns of IPPNU PC Organizations in Ponorogo Regency in Overcoming Internal Conflicts".

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[2] MCP NU Ponorogo. "Asking for Organizational Commitment: Reflections on the Principles of Communication and Cooperation in the Organization" http://www.pelajarnuponorogo.com/2018/03/menanya-komitmen-berorganisasi-refleksi.html?m=1 accessed on December 9, 2022 at 10.40 WIB

METHOD

This research uses a qualitative approach, which attempts to describe and interpret objects according to what they are. Meanwhile, this research method uses a descriptive method to systematically describe the facts and characteristics of the object or subject under study. This type of research is *field research* to obtain data and information directly to know the organizational communication patterns used by IPPNU PC Ponorogo Regency in overcoming internal conflicts.

Data collection is a step in the scientific method through systematic, logical procedures and the search for valid data to solve the researcher's problem. The data collection techniques used were participant observation, interviews, and documentation. Data analysis techniques use data reduction, data presentation, and conclusions. The technique of checking the validity of data uses triangulation.

THEORETICAL STUDIES.

Communication Network

One of the significant challenges in determining communication patterns in organizations is the process related to communication networks. According to Rogers, the communication network consists of individuals who are interconnected by patterned communication flows.[3] These communication networks can help determine the climate and morale of the organization. Thus, to achieve this goal, the organization has several formal and informal directions of communication networks. There is a communication network in the organization including:
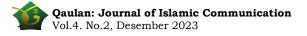
1. Formal Communication Network

    There are three primary forms of message flow in formal communication networks that follow an organizational structure, namely:

    a. *Downward Communication*

        This flow describes the message or information from the leader in the organizational structure flowing to all members of the division or department in the organization. There is a classification of communication into five types, namely: a) Task instruction, b) Rational

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[3] Agung Wicaksono *et al.* "Communication Network in Increasing Pelapak Productivity (Case Study in Bukalapak Community Jakarta Area)," *Journal of Communication and Public Opinion Research*,*1* (June 2009), 28.

Communication, c) Ideological Communication, d) Information Communication, and e) Reverse Communication.

b. *Upward Communication*

Upward communication is a message conveyed from a division member to a leader above him or higher. The flow of messages in this communication contains activity reports (daily, weekly, monthly, and yearly), tasks that have been completed, things considered unclear about procedures or task descriptions, and accountability reports to leaders or levels above. Thus, this communication provides suggestions and *feedback* and asks questions to improve the morale and attitude of members.

In running the wheels of the organization, leaders need accurate and relevant information to make effective decisions and policies so that what is decided is by the expected conditions. In this regard, mutual trust and respect are needed to increase honesty, openness, and familiarity between leaders and members.
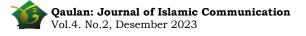
c. *Komunikasi* Horizontal (*Horizontal Communication*)

Horizontal communication is the exchange of messages between people with the same level of autonomy in the organization. The purpose of horizontal communication is to coordinate tasks, provide information to each other for planning and activities, solve problems with equal authority, ensure members' understanding of change, and develop interpersonal support commonly encountered in organizational activities.

2. Informal Communication Network

Informal communication networks are within an organizational structure that management has not officially followed. Simply put, these communications contain confidential reports of events or views that do not flow officially or hearsay relating to what was heard, said, and felt and do not include what was conveyed by the leadership. The spread of messages, such as gossip and rumors, is unknown to the validity or truth.

Keith Davis in his book entitled "Behavior in Organizations" states that there are four message flows in informal communication

networks that may be run in organizations, including *Single Strand* or Single, Gossip or All, *Probability* or Random, and Group [4]

Communication Network Model

Stephen P. Robbins[5] said that there are five models of communication networks, namely as follows: a) Wheel Model, b) Chain Mode, c) Circle Model, d) Model letter "Y", and e) Star Model

Meanwhile, communication is a solution, such as climate development of healthy and harmonious organizational communication patterns. In creating a peaceful, harmonious, and highly cohesiveness social life in social life, consistent communication is needed to the communicator, the message conveyed, and the media to the communicant involving the values of togetherness.[6]

RESULTS AND DISCUSSION

Forms of Internal Conflict in PC IPPNU Ponorogo

The IPPNU PC of Ponorogo Regency, especially in the 2021-2023 period management, clearly encountered various kinds of internal conflicts during the management. One crucial issue that is still a polemic is about the roots of the conflict itself. There are at least two points that are debated in analyzing conflict. *First,* whether the factors analyzed are factors causing the emergence of conflicts or just issues that are deliberately raised*; second,* the factors analyzed will show which factors are more dominant or more decisive to be used as the root of the emergence of a conflict. This possibility encourages researchers to dig further and make clear selections to find valid data.
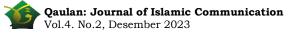
Forms of Conflict

1. Conflict within the individual

This conflict occurs at the beginning of management when the newly formed structure still needs time for members to get to know each other and adapt. Some conflicts include task demands, confusion about tasks, and mismatches between individual members' abilities and position placement in the organizational structure. Researchers found a sense of selfishness in some members who prioritize their activities, creating dependence on others. This dependence causes conflict

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[4] Keith Davis and Newstrom, *Behavior in Organizations, seventh edition* (Jakarta: Erlangga, 2014)

[5] Stephen P Robbins, *Organizational Behavior* (Jakarta: Salemba Empat, 2015)

[6] Ali Syamsudin Amin, "Communication as a Cause and Solution to Social Conflict," *Common Journal*, 2 (December, 2017), 102-107.

again among individual members who are required to take on more tasks, causing passive members, hampering the work programs of departments and institutions, and incomplete or not maximizing tasks.

The Chairman and management respond to this condition by taking a *reshuffle* policy that aims to change or recommend and rearrange the management structure. As a result, almost every department recommended several members to be *reshuffled* through the BPH meeting on November 11, 2022.

2. Conflict Between Individuals

Based on observations, this conflict arises due to differences in actions and goals that determine expected results. Differences in actions and goals are considered a form of competition for recognition to be a *supervisor.* This is supported by the existence of members who knock each other down through forum arguments. This conflict can become a group conflict in which each individual will create groups of supporters of their respective arguments.

3. Conflicts between individuals in groups

This conflict is internal within the department or agency in PC IPPNU Ponorogo Regency. This conflict occurs *substantively* and *effectively*. Based on observations in the field, each department and institution has members of different ages. This age difference creates dynamics in decision-making in both thought and action. Members younger in certain conditions will choose to depend on the board or members considered more experienced. In addition, emotional differences due to this age hinder collaboration and teamwork. This causes the work program of the department or institution to be hampered or even not implemented.

4. Intra-Organizational Conflict

This conflict is marked by conflicts between superiors and subordinates and role conflicts experienced by administrators or members. *First,* vertical conflict between leaders and subordinates. This conflict arises due to differences in the way of thinking of the Chairman and the manager under him. Based on observations, the starting point of this conflict rests on non-open communication from the manager to the Chairman about the actions to be taken. Thus, in carrying out the *controlling function,* a Chairman needs help so that there is miscommunication between the Chairman and the management.

Second, role conflicts between management. Conflicts arise due to the placement of board positions filled by older individuals while younger individuals
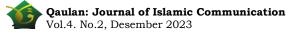
fill members. Not without reason, this placement is based on aspects of experience and *individual track record* while still in the lower leadership. However, it can be seen that some members are eager to go through the process, and others need more confidence, causing the passivity of members. This passivity of members causes other members to bear more tasks than they should, such as concurrently carrying out different roles. However, this also happens to board members who need help due to personal activities such as work, college, marriage, etc. Ultimately, this conflict significantly affects completing tasks that could be more optimal, effective organizational management, and other pressures.

Causes of Conflict

Several factors cause internal conflicts in the IPPNU PC of Ponorogo Regency, including the following: a) Communication Factors. The similarity of meaning about something is the basis of good organizational communication. However, based on observations, information exchange activities at IPPNU PC in Ponorogo Regency still need to be constrained. This is characterized by misunderstandings, confusion of tasks, and miscommunication between members on the way to achieving their goals. b) Personal Factors. Personal individual administrators and members in the IPPNU PC of Ponorogo Regency arise from individual non-openness, lack of confidence, dependence, selfishness, and so on; this is certainly very influential on the organization. In a small area within a department or institution, the passivity of members has hindered the implementation of the work program. Moreover, in a broader sense, this factor hinders the flow of information, weak cooperation, and triggers more significant conflict. c) Organizational Structure Factors. This factor arises due to a discrepancy or mismatch in the organizational structure made with the capabilities possessed by members or management. This discrepancy is seen during the process; the individual tends to be confused about tasks that do not match him. Thus, this factor causes the passivity of the underlying member to exist. IPPNU PC management Ponorogo Regency.

Based on the research above, conflicts are related to organizational performance because of their destructive nature. However, the organization's maturity can be judged by how wise the organization is in responding to conflict. That is, organizational dynamics, including internal conflicts, can be constructive conflicts. Although conflicts are not always destructive and reduce organizational performance, these conflicts are enough to affect the effectiveness of the IPPNU PC organization in the Ponorogo Regency.

Analysis of IPPNU PC Communication Patterns in Ponorogo Regency in Overcoming Internal Conflicts

Communication has a role as a preventive and repressive measure in overcoming conflicts.[7] Preventive measures are the right communication strategy to prevent miscommunication that triggers conflict. Meanwhile, repressive steps position communication as the primary tool in resolving conflicts through communication strategies, in this case, which patterns are appropriate and effective in overcoming internal conflicts.

PC IPPNU Ponorogo Regency is an organization that houses various leaders, including sub-districts, villages, schools, and Islamic boarding schools. Thus, good organizational communication is needed so that information, decisions, policies, work programs, duties, and responsibilities are conveyed to all elements properly and overcome conflicts appropriately and effectively.
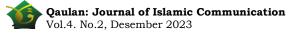
1. **Formal Communication Network**

   a. *Downward Communication*

   In this downward communication, the IPPNU PC Chairman applies all types of communication, both instructionally, rationally, ideologically, informationally, and backward. All forms of communication are carried out to ensure that administrators and members can understand information clearly.

   First, instruction-type communication. The Chairman applies this communication to give assignments to the management and members under him. In giving instructions, the Chairman has considered the distribution of duties based on the ability and experience of members in carrying out previous duties. Thus, clear task instructions and objective division of roles can anticipate miscommunication and misunderstandings between members and multiple roles. *Secondly,* rational type communication. The Chairman clearly explains each activity and work program rationally and objectively through Branch Working Meeting (Rakercab) I, held on January 30, 2022, and Rakercab II on December 3-4, 2022. Rakercab is a Working Meeting held by Branch Leaders to plan, formulate, explain, and determine work programs and policies of Leaders related to organizational goals

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   [7] Fauzan Ahmad Siregar & Lailatul Usriyah, "The Role of Organizational Communication in Conflict Management," *IDARAH: Journal of Education and Education*, 172.
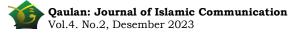
objectively—*third,* information-type communication. A Chairman acts as a centralization of external and internal information about the organization and its activities through various media such as letters, WhatsApp group media platforms, *coordination* meetings, and regular meetings. Usually, this communication contains organizational regulations such as IPPNU Organization, Administration, Regeneration (PPOAK) implementation guidelines and other guidelines or modules.

Fourth, ideological-type communication. Once the Chairman provides an objective understanding of the organization's activities, this communication helps members to strengthen member loyalty and motivation. Based on the observations, this communication is always carried out at every meeting at the end of the session as a trigger for members' enthusiasm for assignments and directions from the Chairman. *Fifth,* reverse-type communication. This form of communication is evaluation and appreciation. After reporting the results of assignments from members, the Chairman and management will provide an evaluation first as a reflection and learning for the next assignment. After that, the management appreciates all the efforts that have been made. The form of appreciation varies, such as giving appreciation and support, as well as by giving *rewards.* This communication helps the organization to form the confidence of members.

b. **Upward** *Communication*

This communication provides an opportunity for members and administrators to convey problems or complaints they face during assignments or other organizational activities. Some members choose to deliver directly to the Chairman. However, a small percentage of them choose to communicate with BPH administrators first. This communication is carried out by applying the principle of openness to build a higher sense of trust and participation in emotional closeness. In addition, this communication significantly allows members to engage in decision-making and strengthen bonds.

However, some members still have feelings of shame, fear, hesitation, and insecurity when delivering messages. In response, PC IPPNU Ponorogo Regency built a more open and inclusive organizational culture to form member comfort in conveying messages by facilitating regular daily, weekly,

and monthly term meetings. This pattern strengthens teamwork and provides opportunities, discussion spaces, and a constructive environment.

2. **Horizontal Communication**

Based on observations and interviews, 5 departments and 4 interrelated institutions complement each other, starting from cadre, cadre care, development, empowerment, and distribution of organizational resources. Therefore, IPPNU PC Ponorogo Regency applies this communication to inform each other and coordinate tasks in achieving the same goal.
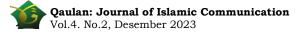
In addition, this communication is considered effective for overcoming conflicts between individuals, between members in departments or institutions, and intra-organizational conflicts with the presence of *sharing* between administrators with the same authority. In its implementation, this communication is carried out at an open meeting attended by all members and management. Open meetings assist organizations in identifying the root cause of the problem and finding acceptable solutions for all parties. However, there are still obstacles due to low trust between members, so information disclosure and opinions still need improvement.

3. **Informal Communication Network**

This network serves as a bulletin board in conveying member complaints, helping to channel news that cannot be done through formal communication, streamlining the process of completing work tasks, and helping to improve relationships and foster cohesion. Meanwhile, this network weakness accounts for 75% of information that can be accurate to 95% close to true. However, in some cases, the news is often exaggerated until the facts are changed according to personal interests so that the message conveyed can cause misunderstandings.[8]

Based on the interview results, most members and administrators of the IPPNU PC of Ponorogo Regency carried out informal communication randomly and on schedule at each department and institution. This communication is proven to make the relationship closer between members. The atmosphere of familiarity when communicating makes individuals more open and honest in conveying messages. This openness of members also illustrates members who are more courageous and confident in expressing problems, ideas, opinions, etc.

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[8] Fitriani, "Analysis of Informal Communication Network "Adidas Team" at PT. Damco Indonesia Central Jakarta," *Journal of Communication Vision*, 2 (November 2016), 275-285.

A relaxed atmosphere in this communication can be a *brainstorming session* for parties in conflict to find more appropriate and creative solutions. This close relationship can build trust between members so that teamwork and organizational culture can be well-formed.

Communication Network Model

The communication network above ultimately found a communication pattern run by the IPPNU PC of Ponorogo Regency in overcoming internal conflicts, including the following:

1. Chain Model

The chain model communication pattern follows a hierarchical flow in the organization because it is delivered from top to bottom and bottom to top, or called vertical communication. This model can reduce individual conflicts by avoiding direct contact between disputing parties. Messages or information delivered in a structured and directed manner will create the same understanding so that it can avoid misunderstandings.

The duration of this model is one of them when communication that the flow has determined encounters obstacles or is distorted so that it hinders the following line of communication. In addition, one-way communication in resolving internal conflicts does not encourage direct negotiations between disputing parties. Therefore, it is essential to reconsider the advantages and disadvantages of this pattern in overcoming conflict.

2. Star Model

This pattern allows for coordination, communication, and information flow that connects different individuals or departments. This model is applied to horizontal and informal communication but has also been applied to formal communication, such as open meetings. In addressing internal conflicts, this pattern helps reduce conflict by providing an effective and centralized line of communication. All parties, both members and administrators, can have access to the same information and minimize the possibility of misinterpretation. However, this pattern has the disadvantage that information centers tend to be weak points in such communication systems. If the communication center experiences failure or error, it can affect all connected communication lines.

Both patterns emphasize shared *interests* and common goals while minimizing differences between conflicting parties and emphasizing that

organizational goals will be hampered and only achieved if they work together. This pattern teaches us not to side with any particular group or individual.
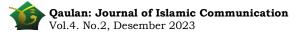
Thus, the communication patterns carried out by the IPPNU PC of Ponorogo Regency foster the mutual openness of each member and encourage each member to actively participate in resolving internal organizational conflicts. Although implementing these two patterns is still not optimal, efforts and the influence of awareness sought together will encourage change.

CONCLUSION

Based on this research, it can be concluded that the forms of conflict that occur in the IPPNU PC of Ponorogo Regency are divided into four forms, namely conflicts within individuals, conflicts between individuals, conflicts between members in one group and intra-organizational conflicts consisting of role conflicts and vertical conflicts. Communication factors, organizational structure factors, and personal factors cause these conflicts. Meanwhile, the communication patterns carried out at the IPPNU PC in Ponorogo Regency in overcoming internal conflicts are the communication patterns of the star model and chain models communication patterns. *First*, the star model is a communication pattern that provides freedom to interact and convey information. Its implementation is through formal communication networks, namely horizontal and informal communication flows. *Second*, the chain model is a phased communication scheme that refers to the organizational structure. The implementation of this model in formal communication networks includes upward and downward communication. Both patterns emphasize the existence of common *interests* and *common goals*. In addition, these two patterns are able to foster the proactive nature and mutual openness of each member to actively participate in resolving internal organizational conflicts.

Based on the conclusions above, the suggestions that can be recommended are as follows. First, suggest to the next researcher who will conduct research related to organizational communication patterns in overcoming internal conflicts expected to use different methods and theories to increase insight into the organization itself. Second, to the IPPNU PC organization of Ponorogo Regency as the organization that is the subject of this study, it is hoped that in the future it can manage the organization and implement better communication so that internal conflicts can be avoided and resolved appropriately and effectively.

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