

Leadership Style and Communication in Conflict a Settlement at PLN Branch Gebang

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Abstract

This study aims to see how the influence of communication and leadership on conflict resolution. Communication and leadership, which is an integral part of the organization, generally have a strong influence on the organization or even not, depending on how they communicate and use their leadership in managing the organization. The research method used is correlational research which aims to detect the extent to which variations in one factor are related to variations in other factors based on the correlation coefficient. Organizational communication structure is defined as a system of pathways through which messages flow or as a pattern of interaction between the people who make up the organization (Nica in Hener, 2010). Leaders influence others through their ability to motivate, inform, inspire, have technical competence, communicate effectively, and convey a vision (Pierce & Newstrom in Kaimenyi, 2014). Organizational conflict is a disagreement between individuals or groups within the organization, focusing on factors ranging from resource allocation and division of responsibilities to the employee organization as a whole (Hossain, 2017).

Keywords

communication; conflict; leadership



I. Introduction

The word or term communication (from English "communication"), etymologically or according to the origin of the word, is from the Latin *communications*, and this word comes from the word *communis*. The word *communis* means 'to share' or 'to belong together,' which is an effort with the aim of togetherness or the same meaning.

Terminologically, communication refers to the process of delivering a statement by one person to another. So in this sense, those involved in communication are humans. Because it refers to the understanding of Ruben and Steward (1998:16) regarding human communication, namely:

Human communication is how individuals—in relationships, groups, organizations, and societies—respond to and create messages to adapt to the environment and one another. Human communication is a process that involves individuals in a relationship, group, organization, and society who respond and create messages to adapt to each other's environment.

According to Fahmi (2016: 122), "Leadership is a science that comprehensively studies how to direct, influence, and supervises others to do tasks by the planned orders." According to Hasibuan (2010: 170), "Leadership is the way a leader influences the behavior of subordinates so that they want to work productively to achieve organizational goals.

According to Hersey and Blanchard (Sunyoto, 2016, p. 34), "Leadership is every effort of someone who tries to influence the behavior of a person or group, efforts to influence this behavior aim to achieve individual goals, friend goals, or together with organizational goals that are may be the same or different.

Meanwhile, according to Effendi (2014: 183), "Leadership is an influencing activity with the ability to convince others to direct the process of achieving predetermined organizational goals." In other words, Leadership is defined as a series of structuring activities in the form of the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve the goals that have been set.

Conflict will occur if there are differences in understanding between two or more people regarding various disputes, tensions, and difficulties between parties who disagree. Conflict can also trigger a negative attitude (opposition) between the two parties where each party views the other as an opponent/obstacle and is believed to interfere with efforts to achieve goals and fulfill each other's needs.

Conflict can have a good or bad impact on human interaction. However, the good conflict will be the driving force for change. Many people think that conflict is something wrong, harmful and destructive. Therefore conflict must be prevented and avoided. The existence of conflict has been limited by events considered to be in a state of heightened emotionality. So that conflict is considered unpleasant, but it is a natural thing to happen.

According to Wirawan, conflict is a conflict process expressed between two or more interdependent parties regarding the object of the conflict, using patterns of behavior and conflict interactions that produce conflict outcomes. According to Lewis A. Coser, conflict is a struggle over values or demands for status, power, and scarce resources to neutralize, injure, or eliminate the opponent. According to Winardi, conflict is opposition or disagreement between people, groups, or organizations.

From some of these definitions of conflict, the author can conclude that conflict occurs between two or more parties interacting with each other due to differences between the two parties. Conflict can be defined as a situation that destabilizes the organization. Conflict is a normal part of human interaction.

This article focuses on discussing conflicts that occur in the company. The company is an organization where various types of people live and interact with various rights and obligations. Friction against each other is a common thing in the company. Competition between individuals, competition between divisions, and competition between managers have permanently colored the life of a company. It is just a matter of how the company's management manages the lives of its members so that, as much as possible, there is no conflict; even if a conflict does occur, then how can the company's management quickly extinguish it so that the conflict does not widen which in turn will disrupt the organization's performance.

II. Review of Literature

Robbin (1996: 431) says conflict in organizations is referred to as The Conflict Paradox, namely the view that on the side of conflict it is considered to improve group performance, but on the other hand most groups and organizations try to minimize conflict. This view is divided into three parts, among others:

The traditional view (The Traditional View). This view states that conflict is a bad thing, something negative, detrimental, and should be avoided. Conflict is synonymous

with the terms violence, destruction, and irrationality. This conflict is a dysfunctional result of poor communication, lack of trust, openness among people, and failure of managers to respond to employee needs and aspirations.

View of human relations (The Human Relations View). This view states that conflict is considered a natural event that occurs within a group or organization. Conflict is considered as something that cannot be avoided because in a group or organization there must be differences in views or opinions between members. Therefore, conflict must be used as a useful thing to encourage organizational performance improvement. In other words, conflict must be used as a motivation to innovate or change within a group or organization.

The interactionist view (The Interactionist View). This view tends to encourage a group or organization to conflict. This is because an organization that is cooperative, calm, peaceful, and harmonious tends to be static, apathetic, not aspirational, and not innovative. Therefore, according to this view, conflict needs to be maintained at a minimum level on an ongoing basis so that each member in the group remains enthusiastic, self-critical, and creative.

Conflict under certain conditions is considered useful and acceptable within the organization (Chaundry & Asif, 2015). Conflict can support organizations in moving toward growth, although generalizations such as that described it as a naturally beneficial factor for the organization. It has been further stated that the dysfunctional aspect of conflict tends to have a more profound effect on groups and teams in the workplace than the functional aspect (Chaundry & Asif, 2015).

Conflicts that occur in organizations can be reduced through adequate job definitions, detailed specifications of relationships between positions, careful selection of people to fill positions, and thorough training of people once they have been assigned (Litterer in Chaundry & Asif, 2015).

The role of communication and the role of leadership is expected to be the spearhead in minimizing conflicts within the company. These two variables will be discussed in this article.

This research refers to the previous research conducted by Ndulue and Ekechukwu (2016) entitled Impact of Conflict Management on Employees Performance: A Study of Nigerian Breweries Plc, Iganmu, Lagos State, Nigeria. Published by the European Journal of Business and Management. Ndulue and Ekechukwu (2016) in their research using the survey method concluded that there was a significant relationship between conflict management (bargaining, compromise and coercion) on employee performance. This shows that conflict management approaches such as bargaining, compromise and coercion statistically contribute to the improvement of employee morale in Nigeria Breweries Plc. That is, through conflict management, Nigeria Breweries Plc is successful in improving employee performance.

The difference between the research of Ndulue and Ekechukwu (2016) with mine lies in the variables used. Ndulue and Ekechukwu (2016) used the independent variables, namely bargaining issues, compromising and forcing employees, while the dependent variable was employees performance. In my research, the independent variables consist of communication and leadership, while the dependent variable is conflict in the company. Organizational communication structure is defined as a system of pathways through which messages flow or as a pattern of interaction among the people who make up the organization (Nica in Hener, 2010).

Communication is the basis of interaction between humans which is built through an effort that can be understood together so that the interaction goes well. The fundamental

problem of this problem lies in the obstacles that arise in building understanding and efforts to achieve goals optimally. This usually gives rise to a confusion about communication that is not as simple as imagined, which then leads to thinking about efforts to communicate effectively.

Leaders are required to create personal relationships with others rather than their own needs, and must have the courage to accept failure. Every leader needs to realize that in order to realize effective human relationships, it is necessary to have the ability to treat others as subjects, not objects, as inanimate objects, which can be needed at will. The term in leadership is "Return On Individual" which means that leaders pay attention to each individual they lead

Leadership broadly includes the process of influencing in determining organizational goals, including the process of influencing in determining organizational goals, influencing to improve the group, influencing the interpretation of the organization, to achieve goals, maintaining cooperative relationships and group work from people outside the organization.

According to Oemar Hamalik (2005:168) Leadership is a process of giving guidance and influence to members of groups or organizations in carrying out tasks.

According to Josept C. Rost cited by Triantoro Safaria (2004: 3), leadership is a relationship that influences each other between leaders and subordinates who want real changes that reflect shared goals.

Leadership transformation is always open to the potential for other deeper understandings (Sectionanto, Agus, and Yuniati Yuniati, 2017). Early signs of conflict are seen in the increasing intensity of disagreement among members. Conflict within the individual is expressed through complaints, facial movements of anxiety, stuttering behavior, daydreaming, and curt speech. Meanwhile, conflicts between individuals and groups are characterized by a decrease in mutual distrust, not openness to each other, and group cooperation between the two parties. As a result of conflicts that occur in an organization, the relationship between individuals in the organization is strained. In addition, it also affects the development of the organization itself.

Conflict is an inseparable part of organizational life, but whether this conflict will be a functional conflict or a dysfunctional conflict can decide the level of performance of an organization (Christopher & Reddy, 2011). There are various types of conflicts in the workplace, such as conflicts between individuals, individual conflicts with organizations, organizations with third parties (Blackard & Gibson in Christopher & Reddy, 2011).

Conflict management as "the use of resolution and stimulation techniques to achieve the desired degree of conflict (Robbins & Judge in Mister, Rini and Karwan, 2017). Several strategies can be used to manage conflicts experienced by individuals, among others, by managing: a). the behavior of actors and external parties in influencing interests and interpreting; b) personal relationships (containing elements of conflict, conflict of opinion, or differences in interests), and c) organizational structure (consisting of a variety of different and interdependent components in the process of cooperation to achieve certain goals). (DeVitto in Mister, Rani & Karwan, 2017).

III. Research Methods

The research method used is correlational research which aims to detect the extent to which variations in one factor are related to variations in other factors based on the correlation coefficient.

The population used is employees and employees at PT PLN (Persero) ULP Gebang and Outsourcing. Calculation of the number of samples using an error tolerance limit (error margin) of 10% or with a level of confidence (level of confidence) of 90%. Determination of the minimum sample size using the Slovin formula (Umar, 2005).

$$n = \frac{N}{1 + Ne^2}$$

Slovin formula

With: n =number of samples

N =population

E =error rate (*error*) which can be tolerated in research

The data analysis technique for the sample of respondents to test the validity in this study used Pearson's Product Moment. The technique of analyzing the respondent's sample data for reliability testing in this study used Cronbach's Alpha technique. The hypothesis analysis technique in this study uses the Multiple Regression technique, all of which are with the help of the SPSS version 25 program.

The variables of this study consisted of 2 independent variables and one dependent variable. The independent variables in this study include: the role of communication (X1), the role of leadership (X2) while the dependent variable is conflict resolution (Y).

IV. Results and Discussion

4.1. Research Result

Questionnaire sample data from respondents were collected as many as 42 respondents from a total population of 49. All sample data will be processed and analyzed for validity, reliability and hypothesis testing.

Validity test is used to measure the extent of the accuracy and accuracy of a measuring instrument in carrying out its measuring function. To find out whether the measuring instrument produces data that is in accordance with the actual goal, a correlation calculation between item scores and the total item score is calculated using the product moment correlation technique from Pearson (Azwar, 2001). Validity test is said to be valid if r count is greater (>) than r table. The following is a table of results from the validity test using Pearson's Product Moment:

4.2. Data Quality Test

a. Validity test

Table 1. Validity Test

No	r count	r table	Information
1	0.597	0.308	Valid
2	0.821	0.308	Valid
3	0.610	0.308	Valid
4	0.694	0.308	Valid
5	0.660	0.308	Valid

6	0.606	0.308	Valid
7	0.566	0.308	Valid
8	0.684	0.308	Valid
9	0.527	0.308	Valid
10	0.682	0.308	Valid
11	0.350	0.308	Valid
12	0.518	0.308	Valid
13	0.479	0.308	Valid
14	0.525	0.308	Valid
15	0.626	0.308	Valid

From table 1, it can be seen that the results of the validity test of the 15 items of the questionnaire were found to be valid.

After the validity test, the next step is the reliability test. Reliability test is carried out to measure the consistency or reliability of the measurement results, which implies the accuracy of measurement (Azwar, 2001). The reliability test in this study used Cronbach's Alpha technique. The reliability test is said to be reliable if the alpha is greater ($>$) than r table. The following are the results of the reliability test:

b. Reliability Test

Table 2. Reliability Test

Value of r count	Value of r table	Alpha Cronbach's
0.706	0.308	Reliable

From the reliability test, it can be seen that the Alpha value = 0.706 $>$ r table = 0.308 because the alpha value is greater than r table, meaning that the items in the questionnaire can be said to be reliable. After testing the validity and reliability testing, the next step is to test the hypothesis of the effect of the communication variable (X1) and the leadership variable (X2) on the conflict resolution variable (Y). The data collected were analyzed using Multiple Regression with the help of SPSS version 25 program.

4.3. Classic Assumption Test

a. Normality Test

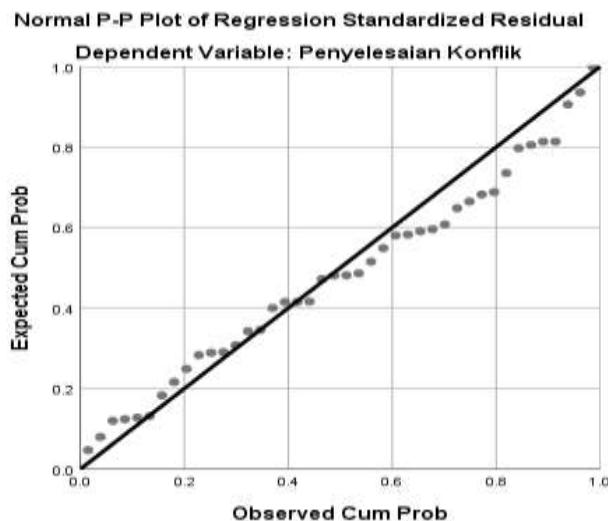


Figure 1.

b. Heteroscedasticity Test

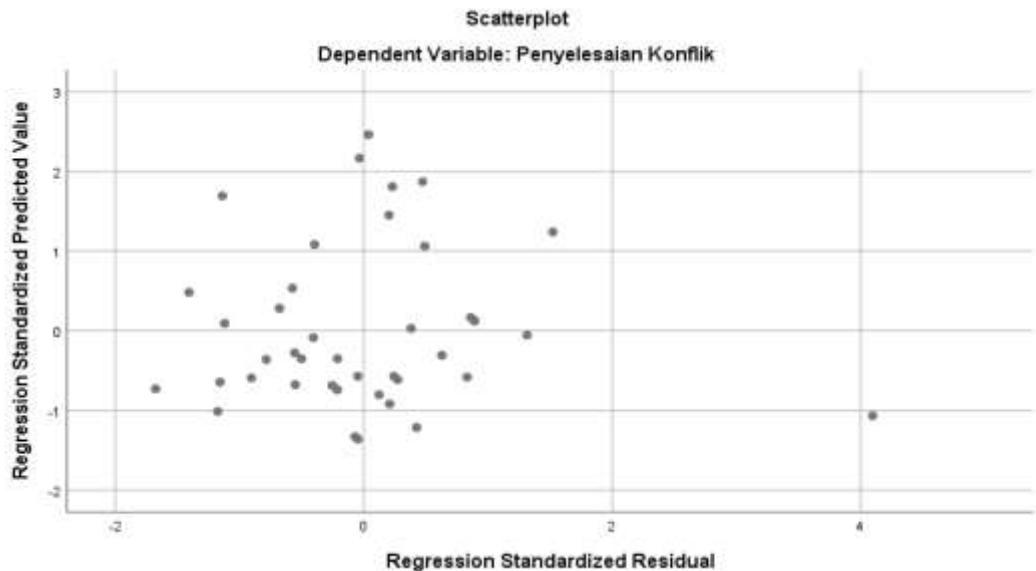


Figure 2.

c. Multicollinearity Test

Table 3.
Correlations

		Conflict Resolution	Communication	Leadership
Pearson Correlation	Conflict Resolution	1,000	-.078	.587
	Communication	-.078	1,000	.105
	Leadership	.587	.105	1,000
Sig. (1-tailed)	Conflict Resolution	.	.311	.000
	Communication	.311	.	.255
	Leadership	.000	.255	.
N	Conflict Resolution	42	42	42
	Communication	42	42	42
	Leadership	42	42	42

Table 4.

Model		Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.645	3,340		4,384	0.000		
	Communication	-0.134	0.1821	-0.141	-1.101	0.278	0.989	1.011
	Leadership	0.374	0.080	0.602	4,686	0.000	0.989	1.011

4.4. Multiple Linear Equation

$$Y = a + b_1 x_1 + b_2 x_2 + e$$

$$Y = 14,645 + (-0.134) + 0.374 + e$$

If the Communication and Leadership Variables are equal to zero, then the conflict resolution variable is 14,645

The value of the x1 coefficient of -0.134 means that there is a negative relationship, namely communication on conflict resolution

The x2 coefficient value of 0.374 means that there is a positive relationship between leadership and conflict resolution

To find out the results of the hypothesis, the t-test will be carried out first. The t test is used to determine whether the independent variables partially have a positive effect on the dependent variable. In the t test, if the value of $\text{Sig} < 0.05$ or $t \text{ count} >$ from t table, it means that there is a partial effect of variable X on variable Y (Priyatno, 2008). 95% confidence level or $a = 0.05$.

The significance value of the communication variable is $0.278 > 0.05$, so there is no communication effect on the conflict resolution variable. The significance value of the leadership variable is $0.000 < 0.05$, so there is an influence of leadership on the conflict resolution variable.

a. T test

b. Table 5.

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	14,645	3.340		4.384
	Communication	-.134	-.121	-.141	.278
	Leadership	.374	.080	.602	.000
a. Dependent Variable: Conflict Resolution					

The value of t count on the communication variable is $-1.101 < 2.023$. So partially there is no influence of the communication variable on conflict resolution

The t-count value on the leadership variable is $4.686 > 2.023$. So partially there is an influence of leadership variables on conflict resolution

c. F test

Table 6.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	264,345	2	132.173	11.168	.000b
	Residual	461,560	39	11.835		
	Total	725,905	41			
a. Dependent Variable: Conflict Resolution						
b. Predictors: (Constant), Leadership, Communication						

It can be seen that $\text{sig}=0.000 < 0.05$ or $\text{Fcount}=11.168 > 3.23$. So this model can predict conflict resolution or it can be seen that there is an influence between communication, leadership simultaneously on conflict resolution.

d. Coefficient of Determination Test (R2 Test)

Table 7.

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603a	0.364	0.332	3,440
a. Predictors: (Constant), Leadership, Communication				
b. Dependent Variable: Conflict Resolution				

In the table above, the R2 value is equal to 0.364 or 36.4 percent. This means that the communication and leadership variables affect the conflict resolution variable by 36.4 percent. And the rest is influenced by other variables that are not included in the discussion of this study.

V. Conclusion

Based on the results of the discussion described above, it can be concluded that:

1. Partially Communication has an effect on Conflict at PT PLN ULP Gebang.
2. Partially Leadership Style has an effect on Conflict at PT PLN ULP Gebang.
3. Simultaneously, communication and leadership style influence the conflict at PT PLN ULP Gebang.

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