Organization Communication:
Internal Conflict In Hospitality Industri

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Abstract: This article discussed conflicts that occurred in the tourism industry. The techniques of collecting data that used were through observation, unstructured interviews and documentation. While the data analysis technique used several stages, namely the stages of data reduction, data display and conclusions and verification. The results of the study stated that (1) conflicts that occur in the industry are internal conflicts, this dispute appeared because of the failure of two parties (workers and management or between units) in conveying thoughts, ideas, feelings and actions to the cause of not achieving equality of meaning (mutual understanding) resulted in wrong perceptions between both parties. The difference in meaning in the message conveyed occurs because there were different interpretations between communication style (2) transformational leadership can support the presence of internal conflict in organizations. (3) Several cases of internal conflict that occur in the industry discussed at LKB is an institution that aims to create an atmosphere of effective organizational communication and a conducive work climate.

Keywords: internal conflict, Organization Communication, LKB

INTRODUCTION

All of elements in community will always overcome disputes, such as disputes of individual, religious group, tribes, race and class, organization or cooperation, even dispute also happened to nation and country. Knutson et al (1976) in Liliweri (2014) defined disputes as competition or obstruction that oppose or improper movements, or quality (idea, interest and demand) between two or more parties. The quality of disputes can occur on small scale to wider scale, accordingly the way of its resolution can be done in rational ways to ways that are less respectable. In the context of an organization or company can occur equity and difference of perspective and also interests in achieving the goals of

organization that can trigger disputes.

Disputes occurred in an organization or company can be caused by many things, such as value or norm, data or information, relation, structural, different interests, status and personal role between units. As revealed by Barker et al (1987) in Liliweri (2014) that disputes potentially occurred at any time and anywhere, it happened while there are organized people in a group or organization do something in order to achieve the exact aims that oppose the goals of organization. Furthermore, based on the regulation of article no 2 Law no 2 in 2004 (in Sujirwo, 2017) there are four types of disputes occurred in industrial relationship, i.e. rights dispute, interest dispute, work-relationship dispute and

dispute between work labors. Thereby, disputes in company occurred if there are different interests (perceived divergence of interest) in oneself, among individuals or group and cross-organizations.

The disputes of interpersonal relationship in company are caused by the difference of cultural background, individuals framework and also personality, it raises different meaning and interest in company, moreover, the disputes is also originated from different role and duty. Dana (2001) in Vukic, Vukic and Miletic (2017) stated that *internal conflict as a condition between or among workers whose jobs are interdependent, who feel angry, who perceive the other(s) as being at fault, and who act in ways that cause a business problem.* Interpersonal relationship disputes that unsolved immediately will arise stress and frustration and it will affect the degradation of productivity and threaten the sustainability of company. Therefore, it is important for management party to always redeem the tension among employees so the disputes can be well solved.

Tourism industry is an intensive activities industry, people with cultural background, education, personality depend themselves on this industry, it is normal if there are disputes in this industry, particularly on interpersonal relationship. One of regions in Bali that has the biggest tourism industry is Badung regency which consists of six sub-district areas. Every sub districts have different tourism destinations, this is due to the differences in geographical area and landscape, community uniqueness and tradition. The internal conflict occurred in tourism industry mostly caused by less opened good communication channel between management party and workers. Fischer (2000) in Maurerwa and Guantai (2019) stated that bad communication become one of main factors contributed

on disputes. Liliweri (2014) also stated that communication is the key success of an organization or company, because in any situation, an open dialogue among superior and subordinates will bring opportunites for change. With effective communication flow in an organization can develop good synergy among workers and management party, so it can increase the productivity.

METHOD

This study is a qualitative research by using case study approach. Martono (2015) explained that case study focuses the research on describing a case and analyze it until obtaining new findings. The focus of this research is about disputes occurred in tourism industry, particularly about internal conflict in tourism industry.

This study used three techniques of collecting data; observation, unstructured interview and documentation, those three techniques used to collect primary and secondary data. Observation technique used by directly observing the activities of workers and management party related to research questions, moreover Bipartit Cooperation Institution (*Lembaga Kerja Bipartit*/LKB) in tourism industry is also observed and schematically recorded related to internal conflict occurred in tourism industry. Meanwhile, interview held in semi structured, Sugiyono (2012) stated that semi structured interview is a type of interview included in in-depth interview category, it is freer in conducting interview rather than structured interview. The last technique of collecting data is documentation, that collects important documents according to the aims of research or study. Meanwhile, the technique of determining informants is using purposive sampling by classifying the research informants into two groups, i.e. main informants are people that have been overcoming disputes and the management of LKB

in tourism industry. The second group is supporting informants, the informants who will support the information or data delivered by the main informants. In order to analyze data validity, this research used triangulation technique i.e. triangulation of source, technique and time, it is expected that by using the triangulation technique, the obtained data can be complete.

RESULTS AND DISCUSSION
Tourism Industry in Badung Regency

Badung regency divided into six sub districts areas, i.e. Abiansemal, Mengwi, Petang, Kuta, Kuta Utara and Kuta Selatan sub-district. Those six have different tourism characteristics according to geographical area and landscape and also the community. As revealed by Michael (25 years old, tourist from Australia) stated that his visit to Bali has been four times, Bali is his favorite destination since it has many beaches and waves. Several beaches in Uluwatu area is beach that has not been visited by many tourists. It is different from Laura (55 years old, from Birmingham UK) said that *"Sanur is one of my favorite places. For me, there are many things you can get when you live in this area, such as cuisine, sunset views, and one of my main objects for my work is Balinese architecture."*

Maria (27 years old) and Sydney (33 years old) tourists from Denmark said that : *"We love dances, especially local dances, one of our favorite places is to see kecak dance performances in the Uluwatu Temple area and enjoy the natural beauty around the temple."*

Meanwhile, Kenny (30 years old) tourist from Netherland *"Bali is my second hometown, since 2010 I often visit Bali. Initially, for holidays but the last 3 years I was visiting Bali for work. The area that I like is the temple, I have visited many temples in Bali, but one of my favorite temples is Taman Ayung Temple,* *located on Jalan Ayodya, Mengwi. The temple building is surrounded by a pond so that from a distance it is like being on the water."*

Paula (22 years old) tourist from Brisbane stated that: **"***My friends and I love to travel especially Bali because there are many things that we can explore here. Bali is one of the world's best holiday destinations. But the most I like about Bali is the ritual of traditional healing that has been used to cure all sorts of ailments, using herbal medicines and massage to balance the mind and spirit."*

By the existence of tourism destinations offers many opportunities for business and employment for community lived in those six areas. That business chance and job provides many opportunities for local society to develop nature potency and community. In the context of tourism, community empowerment is the role of society as stakeholders to participate in developing this industry. Besides that, preservation of local culture as identity of community also can be maintained by the existence of these tourist destinations and also its existence in six areas can develop many sectors outside tourism that support this industry.

The more developing tourism, the more developing job opportunity for community, so tourism industry is an intensive activities industry. It is not only the community lived in areas near tourist destinations, but also many people from various regions and nations depend themselves on this industry. But, the fact that not every workers comprehend their rights and responsibilities written on the working agreement. Soedjono in Suwiryo (2017) said that working agreement is the relationship between a person as subordinate and a person as superior. However, in its implementation the problems that arise regarding the implementation of work agreement has

not been yet formulated as a solution so it raise disputes in industrial relationship. Disputes occurred in industrial relationship on tourism industry in Badung regency can be caused by rights, interests and termination of employment disputes.

Internal Conflict in Tourism Industry

Internal conflict caused by the failure of two parties (workers and management or units) in conveying thought, opinion, feeling and action become main caused of not achieving mutual understanding so it raises miss-perception among parties. Tourism industry is a cooperation that consisted of various human resources with different uniqueness according to their background of social cultural, social statues and psychology. These uniqueness that raise internal conflict in tourism industry besides several situation factors occurred.

Internal conflict occurred since there is different perception toward communication process. Rismayani (2918) stated that communication begin from an opinion of a person that processed to become a message conveyed to other people by using particular media. This communication message conveyed in form of verbal or nonverbal. Based on the research finding, message in tourism industry related to delegation and tasks implementation by the member of organization, this message also related to the regulation for managing organization. Moreover, message makes organization can adjust with change occurred in the environment.

The difference of meaning on a conveyed message caused by miss-interpretation among communicators, in tourism industry it occurred because of the given idea or concept using other terms and it is no understood by the opponent. Some workers said that they have difficulties to comprehend information from other colleagues since the information is unclear and without any specific meaning. Obviously, it can cause multiple interpretation toward the message, in the end, the response will be different with the true meaning of message, this caused the communication process is ineffective.

The second difference of meaning caused by the used of signs in process of communication, those symbols and signs is not understood by the other workers so it raise miss-interpretation. Those are form of nonverbal message. According to Adler and Rodman in Mulyana and Rakhmat (2010) that nonverbal message has ambiguity, the message receiver could have various interpretation toward the meaning of nonverbal message. Moreover, the difference of meaning raised by different used of language, even if the person used Balinese but with different regional dialect may caused different interpretation of meaning.

Rahmad (2008) stated that in system of interpersonal communication, first is stimulus perception received by five senses. Internal conflict occurred since the individual is mistaken in perceiving stimulus given by other people, then the response will be different. Indrawijaya (2014) in Dewi and Handayani (2013) stated that perception of a person will influence the chosen behavior. The second component is personal concept, perspective and feeling of oneself including thought and pride. The third component is interpersonal attraction, more interesting a person or information, it is more interesting to listen to, meanwhile last component in system is good interpersonal relationship. These four components is related to each other, so the internal conflict could be raised if the worker is failed in doing communication process (communication breakdowns). The complexity of communication happen when more people involved in

communication process are mistaken in understanding the information.

The internal conflict in several companies in tourism industry is yet well managed alike the phenomenon of iceberg. The surface that could be seen is only the small disputes, meanwhile the fact is there are many disputes that has not been solved behind. As revealed by DeVito (1996) in Nawantara (2017) that internal conflict is dispute occurred when two or more people thought that their desire are conflicted or oppose the other. Besides the conflicted demand, disputes can be caused by small miss-understanding or as the result of different aims or goals, value, attitude or different beliefs.

Internal dispute is not only occurring on level of workers, however it also occurred in relationship between worker and management party. According to result of interview with some employees in tourism industry, it is found that miss-conception of given assignments, give over workload and less opened communication channel with management party become the cause of disputes. Kartika (2000) in Dewi and Handayani (2013) stated that internal conflict that has not been resolved well, the cooperation of employees in working will be disturbed and their motivation for achievement will also be decreased. The resolution of internal conflict depends on the relationship and closeness of conflicted parties, the closer they are, disputes can be solved better, however, the more tenuous the relation, the disputes will get deeper.

Internal Conflict and Leadership Style

According to the finding of research that leadership style in tourism industry is *transformational* style, the loyal workers follow this style since they have trust, good impression and respect to the leader, this type of leadership motivates workers

to do good work since their outcome is important for the organization. This leadership style has important role to motivate workers to get high achievement on their work and be able to lead them to achieve the vision and mission also aims or goals of company.

According to the outcome of interview with some employees in tourism industry that *transformational* leadership style can trigger internal conflict in organization. The workers that cannot follow the work style of it will be overfull and frustrated in working, miss-understanding often occur in delegating assignment and responsibilities. The workload only builds up to the workers who seemed having ability, it make inequity in assignment delegation. Some employees have over workload, meanwhile there are employees who have less work responsibilities. Kartika (2000) in Dewi and Handayani (2013) stated that internal conflict that has not well managed will impact the degradation of workers' achievement. On the other party, there are some superiors in tourism industry pay less attention toward their subordinates' condition, the decision sometime harms them. Internal conflict occurred when the superior cannot be able to embrace the subordinate to cooperate, wrong message flow raises many perception on workers about their superiors, it makes the upward communication is ineffective.

Murni (2009) in Kaswan (2017) stated that in an organization, leadership is very important, since by having good leader will make it easy to establish the foundation of trust of its members, meanwhile organizations with bad leadership will be difficult in gaining trust of its members, the goals of those organizations will not be achieved. Furthermore, Lussier (2002) in Kaswan (2017) stated that quality of leadership can motivate people to have successful career and happiness, on the other word, workers

need good leader in order to improve the productivity and skill. Murerwa and Guantai (2019) in their journal stated that a superior has big role in resolving conflict. The main challenge of a superior is depending constructive conflict on problem in order to not drown in dis-functional internal conflict. As revealed by Luthra and Dahiya (2015) *a leader cannot become an effective leader unless he is an excellent communicator and must use their ability to let individuals follows him. Leader must have knowledge and will be able to communicate the knowledge to others at work, must have the competences to motivate team to achieve which seems to be impossible for others. Communication makes a leader develops better understanding in team.*

Bipartit Cooperation Institution (*Lembaga Kerja Biparti*/LKB)

Some cases of internal conflict in tourism industry is solved on LKB, an institution for creating effective organizational communication ambiance and conducive work climate. This institution is the extension of tourism industry's workers in order to get rights in accordance with their responsibilities. The membership of LKB is the collaboration between businessmen and worker elements, so the internal conflict can be solved by consensus in this institution.

Resolving disputes by external parties is the conflict resolution actions, according to Liliweri (2014), conflict resolution is a set of theories and experimental investigation in understanding its nature, doing research on strategy of conflict occurrence then making its resolution happened. Resolution to redeem conflict can be done by those external parties through several stages, such as (1) collecting data related to conflict in order to identify the cause objectively, (2) opening wider communication channel without

alignment to look for conflict resolution into win-win solution for the common interests. Win-win solution is an effort of negotiation that organized to seek for resolution that upholding the interests of two parties.

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