

## The Communication Conflict at the Research and Development Institute

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**Abstract.** *This study analyzed organizational conflicts at the Indonesian Institute of Sciences (Indonesian: Lembaga Ilmu Pengetahuan Indonesia (LIPI)) that occurred in 2019. LIPI is the largest research & development institution in Indonesia with the task of promoting sciences. For this reason, the presence of conflicts disturbed its performance. In this study, the researchers applied a qualitative method with a case study approach. Data were collected through semi-structured in-depth interviews and document study. The results indicated that the source of the conflict was the issuance of LIPI Regulation No. 1/2019 concerning the Organization and Work Procedure of LIPI. Besides, the causes were the presence of conflicts of interest related to the struggle for limited resources, different conceptions & goals in managing the organization, and communication barriers. The impacts of the conflict were demonstrations, the emergence of apathy, individualism, and opportunism in some employees, and the delay of internal services. This conflict was resolved through dialogue, mediation, and speeding up the policy implementation process. In this conflict, the Head of LIPI was the actor who had high power and interest, while human resources (in science and technology and its supporting) and non-civil-servant government employees were internal actors who had high interests but weak power.*

*Keywords: conflict, policy, reorganization, research & development institute.*

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### INTRODUCTION

The incident that the Head of the Indonesian Institute of Sciences (Indonesian: *Lembaga Ilmu Pengetahuan Indonesia* (LIPI)) was reported to Commission VII of the People's Representative Council of the Republic of Indonesia (Indonesian: *Dewan Perwakilan Rakyat Republik Indonesia* (DPR-RI)) by his administrative staff became the culmination of internal organizational conflicts in the organization which is the largest research and development agency in Indonesia. Aji (2019) stated that the conflict happened because the Head of LIPI issued a reorganization policy that was considered not to have a clear vision and mission, thereby causing unrest among employees. Various rumors and information bias have caused unrest

among employees, especially regarding the transfer of supporting-human resources in science and technology (supporting-HRST) (Indonesian: *SDM Pendukung IPTEK*) from their respective work units to the units that are far from their domicile, layoffs of employees, and the privatization of botanical gardens.

On the other hand, the Head of LIPI said that the reorganization policy had to be carried out so that LIPI could become a global research institution. It is executed by improving LIPI's internal management, accelerating capacity building & human resource competence, recruiting the diaspora massively, collaborating with domestic and foreign partners, and increasing the role of LIPI as a provider of national research infrastructure & a forum for collaboration for open science

and technology-based creative activities for all people (LIPI, 2019).

Apart from that, the reorganization policy turned out to be causing internal conflicts among LIPI employees. Thakore (2013) and Oetzel & Ting-Toomey (2013) defined organizational conflict as a struggle or disagreement expressed among people who work together to achieve a common goal and try to gain acceptance or attention from others. In the context of organizational communication, conflict can occur because of the rejection of messages conveyed among individuals within the organization because they are considered not to have the same goal.

Badrudin *et al.* (2017) added that conflict is a result of dynamics in the communication process that lead to misunderstandings. According to Bercovitch *et al.* (2009) and Romadona (2017), conflict is a normal thing that cannot be avoided in an organization, thereby making the heterogeneity of individuals in organizational activities more colorful.

Abrashi (2018) argued that conflict will not occur if there are no changes that affect individual interests in the organization. Meanwhile, Hener (2010), Spaho (2013), and Hussein & Al-Mamary (2019) said that conflict might occur vertically and horizontally between staff or between roles.

LIPI as a research & development institution plays a role in the development of a nation because it produces knowledge. To date, the role of the organization in development and research activities in Indonesia has been carried out with three approaches. The first is "Science for Science", meaning that the presence of LIPI as a research and development agency is proven by research activities in the form of theory renewal, exploration of discoveries, and the publication of various scientific journals with a global reputation. The second is "Science for

Scientific Community", which is an effort to downstream science and technology as a product of research conducted by LIPI to educate the nation's life. The third is "Science for Stakeholders", meaning that LIPI as a research and development agency must come with a scientific approach in providing considerations for state policies.

Triyono & Putera (2013) said that the research and development agencies are organizations with unique and distinctive characteristics in which their products and services are science and technology. Therefore, the presence of conflict is feared to reduce the progress and development of science and technology in Indonesia. Romadona & Setiawan (2020) found that the pros and cons that arise from the organizational change in the research & development institution are caused by limited access to information and forums for expressing opinions. The communication barriers then lead to distrust and disbelief in the leadership of the change process that occurs. A study conducted by Yoon (2018) shows that the causes of policy conflicts in the management of research infrastructure are the lack of participation of interested parties, the absence of consensus culture, the lack of openness, and the lack of support & cooperation between the parties.

Based on researchers' observations, studies related to the organizational conflict in research and development agencies are still rarely conducted. In addition, the organizational conflict in the case under study is the first time that has occurred in a research and development institution in Indonesia. Therefore, this study aims at investigating the conflict in the research and development agencies, specifically the conflict that occurred in LIPI in 2019. Based on the aforementioned background, the purpose of this study is to analyze the sources,

causes, issues that arise, the arena of conflict communication, impact, and resolution of the organizational conflict. In addition, the researchers also analyze the actors and their relationship in the conflict. In this study, the researchers applied the conflict organizational model proposed by Pondy (1967) as an analytical tool to determine the process of organizational conflict. Apart from that, to find out the actors and their relationship in the conflict, the researchers conducted the stakeholder analysis as proposed by Reed *et al.* (2009).

## **METHOD**

In this study, the researchers applied a qualitative method with a case study approach. According to Creswell (2013), the focus of the case study approach is to gain an in-depth understanding with intensive analysis of specific cases in the event that includes individuals, cultural groups, or a portrait of life with data collection procedures carried out carefully and thoroughly.

The research locus was carried out purposively with the consideration that there had been a conflict at LIPI in 2019 which could have an impact on the running of the organization. The data collection process was carried out for two months from January to February 2021. The data were obtained through semi-structured in-depth interviews with informants and then strengthened by the document study.

During in-depth interviews, there was no control over the information provided by the informants. This meant that they were free to provide answers. All answers provided by them were recorded, consisting of either factual data, opinions, or emotional involvement concerning the problem under study. The interviews were carried out by meeting the informants directly. However, some were carried out using the Zoom application because they

were beyond the reach of the researchers from the aspect of distance and the limited time available. In addition, the COVID-19 pandemic had also become an obstacle in carrying out direct interviews with some informants.

Informants were selected from the conflicting parties using purposive and snowball techniques. Sugiyono (2013) stated that purposive sampling is a technique of taking informants with certain considerations, while snowball sampling is a technique of taking informants that starts from several to many if the researcher thinks that the collected data are still incomplete. The total number of informants was seven people. To maintain research ethics, the name of the informants was disguised based on their request.

The collected qualitative data were analyzed using the interactive model of Miles *et al.* (2014), consisting of condensation, presentation, and conclusion drawing/verification. At the condensation stage, the researchers conducted the process of sorting, coding, and categorizing the results of the interviews based on predetermined themes to answer the research objectives. After that, the results were presented in the form of narratives (i.e., direct sentences and quotes) based on the researchers' interpretation. The last stage was conclusion drawing, in which data from interviews and the document study were matched so that conclusions could be drawn.

For the validity of the result of this study, the researchers carried out the triangulation process by (1) confirming information between informants, (2) comparing the contents of the document with the information from the informant, and (3) conducting a focus group discussion (FGD) with other researchers who were studying the same issue.

**RESULTS AND DISCUSSION**

**The Issuance of the Decree of the Head of LIPI as the Beginning of the Conflict**

Ibrahim (2001) argued that conflict is various kinds of interactions that cause disagreement between two parties. The issuance of LIPI Regulation No. 1/2019 concerning the Organization and Work Procedure of LIPI turned out to be a source of conflict within the organization. Based on the identification carried out by researchers towards the regulation, three things have been changed from LIPI Regulation No. 1/2014 which was previously applied as the basis for running the organization. The first is the reduction in structural positions, especially at the administrator and supervisor levels or at echelons III and IV levels. Previously, the number of positions was 355 structural positions which later became 240 structural positions. The second is the change in the organizational structure in each work unit of the research centers. At last, the third is the elimination of the duties and responsibilities to carry out tourism and Edu-tourism functions in the work units that manage the Bogor Botanical Gardens, Cibodas Botanical Gardens, Purwodadi Botanical Gardens, and the Bali “Eka Karya” Botanical Gardens. Table 1 below explains the difference in the number of employees in structural positions between LIPI Regulations No. 1/2014 and No. 1/2019 which become the source of the conflict.

Based on the results of interviews and document reviews, the researchers identified three major issues of conflict resulting from the issuance of the regulation, namely reorganization, redistribution of employees, and the privatization of botanical gardens. Meanwhile, the dismissal of non-civil-servant government employees (Indonesian: *Pegawai Pemerintah Non-Pegawai Negeri* (PPNPN)) was a conflict issue that was not related to the regulation.

**The Issue of the Policy Concerning Reorganization and Redistribution of Supporting-HRST**

Changes in organizational structure with reduced structural positions in technical research work units caused the Head of LIPI to be reported to Commission VII of the People’s Representative Council by many researchers, research professors, and administrative staff (Prabowo, 2019). These changes are a consequence of the issuance of LIPI Regulation No. 1/2019. Informant C said that the change in structure is to eliminate administrative functions in research centers so that the head of the research center only focuses on research activities. Meanwhile, the administrative functions will be centered in the General Secretariat (Indonesian: *Sekretariat Utama* (SETTAMA)). Besides, Informant B – an actor who objected to the policy – said that the reorganization policy would keep researchers away from their resources, thus hampering the research process.

TABLE 1. Differences between LIPI Regulations No. 1/2014 and No. 1/2019

No.	Policy Field	Regulation No. 1/2014	Regulation No. 1/2019
1	Structural Quantity	330	194
2	Non-research function	Attached to the work unit	Attached to the General Secretariat
3	Functions of Botanical Gardens	Based on Presidential Decree No. 93/2011 and attached to the work unit	Based on Presidential Decree No. 93/2011 and partially attached to the work unit

*“The ones that are close [to the resources] are not optimal. What if they were all centralized like that? That is the simple analogy. So, if research results want to be reached by industry and society, the resources must also be nearby.” (B, 27-01-2021).*

The same thing was conveyed by Informant W who said that the centralization of authority within the research institution would be dangerous for the sustainability of the organizational culture in the research institution itself. The work units at LIPI in the fields of social and exact sciences have respective colors and each grows and develops with that color.

*“I’m worried about this centralization because this is the era of decentralization. For this reason, I’m questioning why does centralization happen? In decentralization, one high power policy is held by one person. For me, it is dangerous for research institutes.” (W, 12-02-2021)*

The emergence phase of the conflict began to be felt when rumors and unclear information related to the redistribution process of employees emerged. Rumors that emerged were that supporting-HRST would be redistributed to areas far from their domiciles, thereby causing confusion and concern in some supporting-HRST. A study conducted by Romadona & Setiawan (2020) showed that the impacts of various rumors and ambiguity were suspicion, confusion, and worries about the future, whether to move or remain in the initial work unit and its functional position.

The arena of communication on conflict issues took place in the online and offline arenas. Manifestations of online forms of communication

occurred on social media. The results of a search on Facebook using the keyword “*Redistribusi Pegawai LIPI*” (English: The Redistribution of LIPI’s Employees) showed that the issue of redistribution had become an internal discussion among employees. The conflict communication process occurred in personal posts and Facebook groups. In addition, the issue of redistribution was attached to another issue that became the cause of conflict, namely reorganization. Therefore, they called it the policy of reorganization and redistribution of employees. Mayfield (2008) argued that in the past, not everyone could create and distribute content to an audience, in which those who could do so were only individuals and organizations that had the production facilities and infrastructure.

One of the interesting findings is the use of WhatsApp Groups (WAG) by conflict actors as a channel for exchanging information and discussing organizational developments. WhatsApp with its various features (e.g., sharing text messages, photos, videos, audio, location, contacts, and links) makes it a communication channel that is considered more effective, more efficient, cheaper, and easier to use (Badri *et al.*, 2018).

The WAG media became a place for information exchange and coordination of conflict actors from various work units of LIPI throughout Indonesia. The WAG which was named “*LIPI Perjuangan*” (literally meaning Indonesian Institute of Sciences of Struggle) contained not only human resources in science and technology (HRST) (Indonesian: *SDM IPTEK*) but also supporting-human resources in science and technology (supporting-HRST) (Indonesian: *SDM Pendukung IPTEK*) who were against the policy of employee reorganization and redistribution.

Informant Y confirmed the use of the WAG media. He added that the media

facilitated the process of information exchange and coordination between the actors who were against the policy issued by the Head of LIPI. In addition, institutional websites of LIPI ([www.lipi.go.id](http://www.lipi.go.id)) and commercial websites were also used as a means of delivering conflict communication messages.

Apart from that, mass media was the main arena in the organizational conflict used by conflict actors. The process of delivering messages in the mass media was through press releases, press conferences, and direct interviews with key persons from both sides of the conflict actors. Santosa (2017) said that the current mainstream media, both registered and unregistered in Indonesia's Press Council, tend to compete in presenting conflict issues in their respective media channels. Mass media possess a wide audience reach in disseminating information. If it is carried out continuously, it will bring changes in attitudes and behavior in the audience.

The opposing parties use the mass media as a channel to express their disagreement with the policies taken by the Head of LIPI, to build opinions, and to disseminate information regarding the concerns of parties affected by the policy. Meanwhile, the management of LIPI uses the mass media as a channel for conveying policies and countering or clarifying issues that arise in the community.

In the offline arena, conflict communication is in the form of verbal and non-verbal messages. The verbal communication process occurs in a meeting forum between the Head of LIPI and his employees or a closed meeting with representatives of the parties. Meanwhile, non-verbal communication is used by actors who objected to the policy by doing the writing on the banners.

The causes of conflict on the issue of employee reorganization and redistribution were the interests of some

employees who did not want to be redistributed outside the location where they lived or their original work unit. Another cause was different conceptions among conflict actors in the management of research and development institutions.

An interesting finding in this study is that communication barriers increase the intensity of the conflict. These communication barriers arise because of the communication style of the Head of LIPI, the diction of the message used, and the absence of communication space with senior researchers. These findings confirm a study by Listyono (2020) that communication has a dual role, namely as a source of conflict and a facility in conflict resolution. Meanwhile, Usman (2001) argued that communication acts as a bridge between behaviors in conflict.

The communication style of the Head of LIPI emphasizes an equal attitude in delivering his communication messages, meaning that he accepts every input but remains consistent with his stance. Because of this attitude, he is considered authoritarian and inhumane. This communication style, according to Ruliana in Limantoro (2015), is called *the relinquishing style*, in which the sender of the message is willing to accept suggestions, opinions, or ideas, rather than being instructive even though the sender has the right to give orders and control others. There are many distortions in the choice of message diction, such as the statements of "*pemurnian ras*" (English: racial purification) (a term describing the mapping of human resources based on their research expertise), "*diadministrasikan*" (English: being administered) (a term referring to unproductive researchers and tends to make non-researchers the "second-class" HR), "*silahkan keluar dari bus (LIPI) kalau tidak setuju*" (English: please get off the bus (LIPI) if you disagree) (a term intended for those who are against the

policy to resign), and “*di-Raden Salehkan*” (a term intended for Supporting-HRST and non-researchers who are considered unproductive; Raden Saleh is the location of one of the LIPI offices which are filled by LIPI civil servants with a dominance of low rank/class). These statements by some employees are considered to have hurt feelings and should not be conveyed by the highest leadership. Akhmad (2014) stated that message distortion is a lack of accuracy or difference in meaning between the message sent and the interpretation by the recipient. This confirms the findings in a study conducted by Rismayanti (2018) that communication barriers in organizations occur due to the semantic aspect, which is in the form of errors in receiving and sending messages due to diction and symbols of communication messages that cause misinterpretations.

*“If you do not want to participate in this, please just get out of LIPI. This statement has been issued several times. It is not appropriate for us. They said we want to do something for LIPI but when we gave another alternative, they forced their notion. We all here do the best for LIPI. What we are doing and protesting is for LIPI and not for ourselves. This is not for the seniors as well because their life has been stable.”* (B, 27-01-2021).

The presence of these communication distortions strengthens the findings of Romadona & Setiawan (2020) that distortions in organizational communication in research & development institutions are due to positions in the organizational structure, hierarchy, limitations in communication, individual-task specialization, unsympathetic leaders, communication network, and prestige.

### **The Issue of the Dismissal of PPNPN**

The human resources management policy also targeted the work status of 1500 non-civil-servant government employees (Indonesian: *Pegawai Pemerintah Non-Pegawai Negeri* (PPNPN)) whose employment status was no longer extended as honorary staff at LIPI. The status of those employees was not extended because LIPI follows Government Regulation No. 49/2018 which principally prohibits government officials from recruiting PPNPN to fill the position of civil servants.

The Head of LIPI did not open a space for communication and dialogue with the PPNPN, which resulted in rejection. He put more emphasis on prioritizing rules and authority. In this case, referring to Hener (2010), the communication process carried out by the Head of LIPI is from top to bottom, which often may create vertical conflicts.

As a result of this policy, the PPNPN held demonstrations at the LIPI offices in Jakarta, Bandung, and Cibinong (Bogor) as a manifestation of the conflict. According to Wu *et al.* (2017), the willingness to communicate and increase the intensity of communication will have a positive impact on the achievement of the activity program.

*“I just use the legal basis. They have an annual contract. It means I have a right not to prolong it. Therefore, I immediately transferred the botanical gardens to working partners. Moreover, those in BU were going to outsourcing.”* (C, 26-02-2021)

Verbal communication is expressed through demonstrations, while non-verbal communication is through banners brought by PPNPN to convey their rejection of being dismissed as PPNPN at LIPI offices. In addition, some civil servants who sympathize with the plight

of PPNPN use their social media to express their disapproval of the policy.

### **The Issue of the Privatization of Botanical Gardens**

The privatization of botanical gardens became an issue that emerged after the reorganization policy was issued. Based on LIPI Regulation No. 1/2019, the nomenclature of the Bogor Botanical Garden and other botanical gardens became the Research Center for Plant Conservation with tasks only on aspects of plant conservation research, regional botanical garden development, and administration. This condition became a polemic because the botanical garden management work unit previously was responsible for carrying out five functions: conservation, research, environmental education, tourism, and environmental services based on Presidential Regulation No. 93/2011 concerning Botanical Gardens.

The issue related to the privatization of botanical gardens became one of the causes of conflict in the LIPI office in Bogor. The main cause of this conflict was the unwillingness to transfer the management of Non-Tax State Revenue (Indonesian: *Penerimaan Negara Bukan Pajak* (PNBP)) from the work units managing botanical gardens to the private sector or PPII. This is as stated by Informant A that employees at the botanical gardens had a high sense of ownership. Therefore, they were unwilling to transfer the management to the private sector.

*“Currently, the cycle of PNBP is rotating. In the past, it was only theirs. Now, it flows to work partners. In other words, they have insincerity. In fact, many people think it is better to just throw it away than equal to MNR. It must be remembered that once PNBP flows to PPII, it can cause such great opposition because the people of*

*the botanical gardens have a high sense of belonging.” (A, 18-01-2021).*

Sutriyono (2019) argued that one of the factors in the occurrence of conflict in the organization is an internal problem due to a weak understanding of the main tasks and functions within the organization. In addition, the struggle for limited resources related to the management of Non-Tax State Revenue in the botanical gardens was the cause of the conflict.

### **Impact of the Conflict and Its Resolution**

The impact of the conflict on the issue of reorganization and redistribution was the rise of concerns from employees that they would be transferred to areas far from their domicile due to the absence of formation. Another impact was that internal service activities were hampered. This is a result of disinformation and unclear rumors and based on the statement of the informant RA who decided to move to the Bandung City Government because he did not want to be transferred to another region.

*“To be honest, it is because of the impact of the policy. Day by day, I feel more uncomfortable and ambiguous. For example, in early 2020, I heard that the administrative staff for public relations positions would be reduced to 5 people from the current 11 people. Therefore, I must consider what I should do in the future. In addition, the opportunity to have a functional position is also small. I heard that LIPI’s PR is around 80, while what is needed is only 49. I also heard that it is the most out of all ministries and state agencies.” (RA, 24-02-2021)*

The issue of the dismissal of PPNPN led to demonstrations at the LIPI offices in Bandung, Bogor, and Jakarta.



Meanwhile, the issue of privatization of botanical gardens had raised apathy in some employees. This attitude was shown by employees by not wanting to get involved in programs that were not in line with their interests. Other impacts were the attitude of not caring about the conditions and dynamics of the organization in the botanical gardens.

*“The conditions in the botanical gardens are very clear. Therefore, I did not care. The high management of LIPI is also like that. We will not even be heard. They are apathetic.”*  
(A, 18-01-2021)

This finding confirms a study conducted by Fulasifah & Pradhanawati (2017) that the impact of conflict in organizations causes disharmony in social relations, distrust, and decreased work productivity. Additionally, Abrashi (2018) argued that the consequences of the emergence of a conflict in the organization have an impact on psychological and emotional aspects.

In this case, conflict resolution was done through dialogue. The process of dialogue was initiated by actors who disagreed with the reorganization policy and those from the management level in research work units. Furthermore, other conflict resolution efforts were also conducted through mediation by third parties. This is in line with the statement of Kamil (2018) that communication should prioritize the exchange of information with the principle of openness so that the public can participate in guarding existing policies.

**The Analysis of Conflict Actors**

The analysis of conflict actors was carried out by analyzing the power-interests of stakeholders (Reed *et al.*, 2009; Ackermann & Eden, 2011), by dividing stakeholders into four based on their power and interests, namely players, subjects, crowds, and context setters. Players are parties who have power and interest in the organization, in which they can make decisions and have an impact on all stakeholders. Subjects are parties who

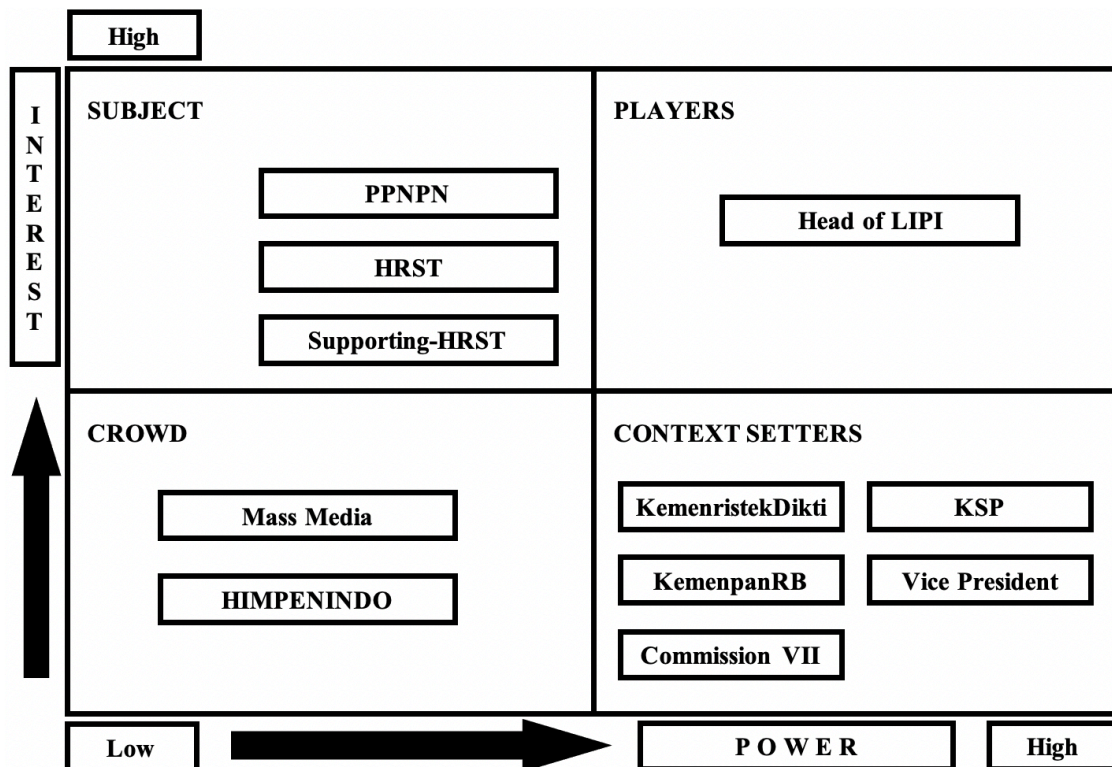


FIGURE 1. Power-Interest Matrix of Conflict at LIPI

have interests but lack power. The crowd is a party that has little interest and little power. Furthermore, the context setters are parties who have power but do not have much interest in the issues. The results of data processing using the power-interest matrix from the reorganization conflict at LIPI are presented in the following. Figure 1 shows the actors based on their influence and interest in the conflict at LIPI.

#### a. Players

The results of the analysis determined the Head of LIPI as a player because he had the authority and interest related to reorganization to a high degree. The Head of LIPI has the authority as a regulator, implementer, facilitator, and evaluator. The regulations that he made were Regulation No. 1/2019 concerning Organization and Work Procedures of LIPI, Regulation No. 11/2019 concerning Assessment of Employees' Performance, and Regulation No. 5/2019 concerning Employee Redistribution. Moreover, other authorities were to collaborate with the private sector in managing LIPI's botanical gardens, not extend the work status of PPNPN, and disband work units. The interest of the Head of LIPI is to create a research culture that will encourage the increase of benefits of the available resources so that LIPI can be globally competitive.

#### b. Subject

Actors included in the subject were HRST, supporting-HRST, and PPNPN. The interest of HRST from this conflict was that organizational governance was returned to LIPI Regulation No. 1/2014. Meanwhile, the interest of supporting-HRST was related to comfort zones in work units in the form of proximity to domicile, not wanting to be transferred to LIPI Central Office or other areas, and the authority in budget management as structural officials in the original work unit. PPNPN had an interest in the

extension of their employment status and not being dismissed from LIPI. The authority possessed by those subjects was in a low category due to their employment status and their position in the bureaucratic hierarchy in government institutions.

#### c. Context Setters

Based on the analysis of secondary data, ministries and state institutions involved in this conflict had a strong power but low interest. They were the Ministry of Administrative and Bureaucratic Reform (Indonesian: *Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi* (KemenpanRB)), Ministry of Research, Technology, and Higher Education (Indonesian: *Kementerian Riset, Teknologi dan Pendidikan Tinggi* (Kemenristekdikti)), Executive Office of the President (Indonesian: *Kantor Staf Presiden* (KSP)), Commission VII of People's Representative Council of the Republic of Indonesia (Indonesian: *Dewan Perwakilan Rakyat Republik Indonesia* (DPR-RI)), and Vice President of the Republic of Indonesia. Their interest was to mediate to reduce conflicts between the leader and staff of LIPI. Several decisions taken to resolve this conflict were to order the leader of LIPI to review its policies by establishing a synchronization team.

#### d. Crowd

The mass media have the authority to disseminate information. In total, 96 news addressing this conflict from January to March 2019 were found in online mass media. The interest of the mass media is to get information from the right sources at LIPI. Apart from that, the Indonesian Researcher Association (Indonesian: *Himpunan Peneliti Indonesia* (HIMPENINDO)) – a professional organization – also has an interest in the clarity of rules related to the functional positions of researchers, such as the obligation to test the competence

of researchers, credit scores, and the retirement age limit for researchers. It is because those regulations have an impact on the comfort of researchers outside LIPI (Maharani, 2019). In organizational conflicts at LIPI, the mass media and HIMPENINDO had low power and interest.

## CONCLUSION

The results of this study show that the presence of various interests between the actors, exacerbated by the communication style of the Head of LIPI, is the main cause of the analyzed conflict. This has an impact on the delay of internal services and affects the psychological aspects and behavior of employees in LIPI. Mediation through the dialogue process carried out by the relevant ministries and state institutions is a way to resolve this conflict. It is supported by accelerating policy implementation, especially in the process of transferring PPNPN to outsourcing companies. Based on the results of this study, the researchers suggested that the Head of LIPI must carry out intensive, open, and transparent communication with his employees regarding the policies taken. In addition, he must oversee the various policies issued so that their implementation does not deviate.

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