

Organizational Communication Conflict Analysis in Contact Center Hai (Help Answer Improve) of the Ministry of Finance, Indonesia

Erys Al Fauzi Minhando^{1*}, Andre Noevi Rahmanto², Sudarmo³

¹ Master Student at Study Program of Communication Science, Faculty of Social and Political Sciences, Universitas Sebelas Maret, Surakarta, Indonesia

² Lecturer of Faculty of Social and Political Sciences, Universitas Sebelas Maret, Surakarta, Indonesia

³ Lecturer of Faculty of Social and Political Sciences, Universitas Sebelas Maret, Surakarta, Indonesia

* Email: erys.alfa@student.uns.ac.id

ABSTRACT

There are several types of information services run by the HAI (Help, Answer, Improve) Contact Center of the Ministry of Finance, namely ticket email, call center, chat, and social media. There is a fact that the number of new policies regarding the service system and financial regulations at the beginning of each year has significantly increased the number of email tickets that enter HAI. This is expected to cause a communication conflict in the provision of information services. This study aims to describe how the communication conflict in the process of providing information services for HAI. This study uses a qualitative approach, this research observes HAI information service activities both in the call center, ticketing and social media, by conducting interviews with the Head of the User Service Section, call center staff/agents, ticketing and social media, the regulation development section, and the application development department. Documentation is carried out through the collection of HAI performance documents and the Directorate General of Treasury Annual Report. The findings in this study are, there are horizontal communication conflicts that occur between divisions, between layer 1 agents and the application development field as well as diagonal conflicts between layer 1 agents and the business process development section regarding treasury services. There are several causes of conflict, namely dependence on work activities, differentiation of organizational units, limited resources and unequal compensation. Communication conflicts in this study were identified up to the level of communication conflict processes that exist in the horizontal and diagonal types.

Keywords: *Communication conflict, conflict process, information service.*

1. INTRODUCTION

Public service is a measure of the success of carrying out tasks and measuring the performance of a public organization. The performance of the public sector organization is measured by looking at the number of complaints received from the community so that there is an index of service complaints. The index is one of the indicators to find out whether the public organization is carrying out its performance well or not. There is an index of service complaints which has been presented in graph 1 below [1].

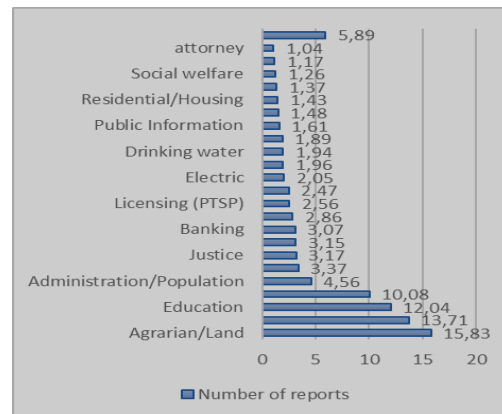


Figure 1. Service Complaints Index, Years of 2019

Based on data from Figure 1 above, the highest index of service complaints submitted by the public is related to agrarian/land, employment, education, police, and population administration services. State financial services get a low index, this indicates that the level of public satisfaction is quite high related to the services provided by the unit that handles the state finance sector.

Talking about public services cannot be separated from the information services owned by each unit. Information services as the face of the service of a public organization. Information services continue to grow and are dynamic in line with advances in information technology. Various information technology platforms provide various things that can be used as a means of providing information services for public organizations to all stakeholders. The importance of information services in public sector organizations makes the information services provided should not only display one-way information, but there is an interactive relationship between the government as a servant and the community as the party being served [2].

Information services at the Ministry of Finance are carried out, one of which is the HAI (Help, Answer, Improve) Contact Center service of the Directorate General of Treasury or known as HAI branding. As the management of information technology services, HAI performs a service desk function for service users of the Directorate General of Treasury, Ministry of Finance to submit service requests, questions, and problems regarding applications or regulations, policies, and business processes related to the treasury. HAI provides various communication channels for service users to contact HAI, including electronic mail/email (hai.djpb@kemenkeu.go.id), HAI web portal (<https://hai.kemenkeu.go.id>), live chat, Call Center 14090, and also through social media Instagram, Twitter, and Facebook [3].

One of the performances of information services can be measured by the number of questions that come in from service users about the treasury either through email ticketing, live chat or social media. There is a fact that the increasing number of tickets entered in the HAI information service for three years starting in 2018-2020 related to information services and incidents regarding treasury. Figure 2 below presents the trend of the number of tickets that enter in the first semester [4].

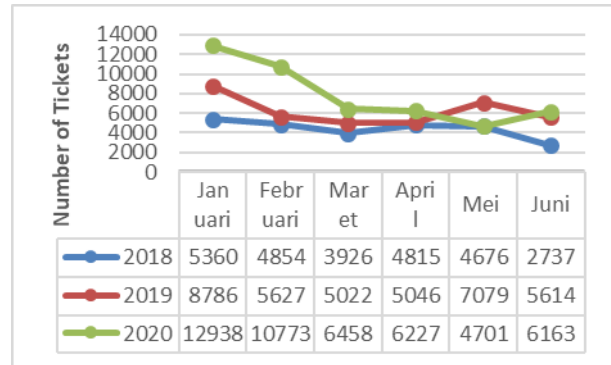


Figure 2. Trend of Number of Admissions for Semester I 2018-2020

The increase in the number of incoming tickets over the last three years, namely 2018-2020 in the same period, indicates that the HAI information service is an important part of the process of implementing financial performance across all agencies. This makes HAI services strongly influenced by various interested sectors, in addition to service users as well as stakeholders related to service delivery. The existence of dynamic developments in various sectors can have the implication of an update of a regulation by one of the technical divisions, where the update changes SOPs, business processes and also application tools used by service users. Information related to the update has been published by the technical division to stakeholders. The development of these policies certainly affects the provision of information services related to the treasury. Figure 3 below presents the trend in the number of policy and business process developments during 2018-2020 in the Semester I period [4].

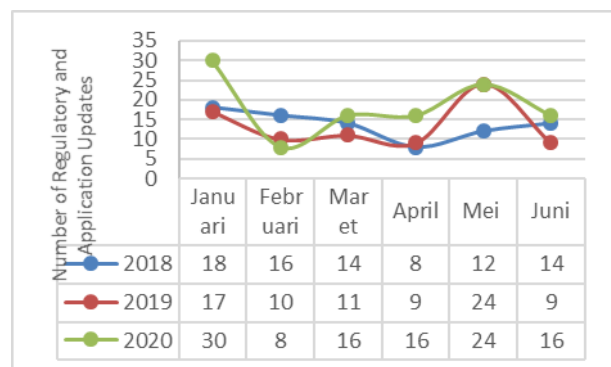


Figure 3. Number of Policy and Business Process Developments During 2018-2020

Figure 3 above shows that there are developments or updates to policies and business processes which are also followed by updates to systems and tools/equipment so that a trend appears that in January every year the number of policy updates and tools/equipment is very high. In line with the trend in the number of tickets entering HAI DJPb, which can be seen in Graph 2, that in January every year the number

of tickets entered is also high compared to the following months. This indicates that when the policy is very dynamic, the number of requests for information services is also high, it is assumed that service users do not understand the financial policies issued, either technical or informative.

Information related to the implementation of the new policy is suspected to have not been conveyed and thoroughly socialized to both service users, in this case the work unit (Satker) and to information providers. The information provider in this case is the internal HAI of DJPb and also other stakeholders, namely the application development department and the policy and business process development section. The existence of an imbalance of information on this dynamic condition is suspected to trigger conflict within the organization. Conflict can arise as a result of a mismatch on something from the individuals involved [5]. The existence of an imbalance of information is thought to lead to communication conflicts. Communication is often the main source and trigger of conflict, also communication can be a solution to conflicts that exist within the organization [6][7].

Many studies on communication conflicts have been carried out so that many prioritize managing the conflict itself so that it can have a positive impact on the organization [6] [8]. There's also a lot to say about developing efforts to resolve communication conflicts at different levels of management [9] [10]. Based on this description, the researcher is very interested in examining how communication conflicts are in the HAI information service, Directorate of Treasury Information Systems and Technology (SITP), Ministry of Finance. The results of this study are expected to be used as input for the HAI information service to develop an information service system and its performance as well as add to the study of the field of communication management in public organizations.

2. LITERATURE REVIEW

Conflict is an interaction between people who have a disagreement over a certain problem and cause interference from that incompatibility so that they deliberately make efforts to prevent the achievement of goals from the opposite party [5] [11]. Meanwhile, conflict within the organization is when individuals engage in activities that are not compatible with their co-workers in using the services or facilities of the organization [12]. Organizational conflict involves the expression of incompatibility and highlights the role of interaction within the organization [13]. There are types of conflicts that exist in organizations, which can be classified into four types of conflict [14] namely: 1) Vertical conflicts, namely conflicts that occur when supervisors always give orders to subordinates and make arrangements to the smallest level. 2) Horizontal

conflicts, namely conflicts that occur between employees who are in the same department. 3) Line-Staff Conflicts, namely conflicts that occur between support staff and line employees in a department or organization. 4) Role Conflict, namely conflict that occurs when there is a misunderstanding of the assignment given to employees specifically.

In addition to these four aspects, communication is one of the triggers of conflict within the organization. [15] On the other hand, in addition to being part of the trigger for conflict, communication is important in resolving conflicts because it can increase understanding and reduce the risk of drawing conclusions [7] [14]. Through communication, conflicts can be initiated as well as managed productively and constructively [13]. Communication itself is defined as a process of conveying thoughts by individuals to other individuals through symbols that are meaningful to both parties so that there is an expected goal [16]. But according to Robbin communication is not just a process of conveying meaning, but also to the level of understanding of the information itself [11]. So that communication is described by Spaho as a process of delivering information from the sender to the recipient of the information with the image that the recipient understands the information and provides a response [15]. While organizational communication is an organizational setting through the process of conveying meaning to individuals within the organization in the form of verbal and non-verbal [17] [18]. In contrast to the views that organizational communication is a process of exchanging information (sending and receiving) from people within the organization [19][20].

According to Miljković, Rijavec (2008) there are types of communication in organizations based on the direction of communication, namely downward communication, upward communication, horizontal communication and diagonal communication [15] Can be seen in Figure 4 which describes the type of communication and its level. [15]

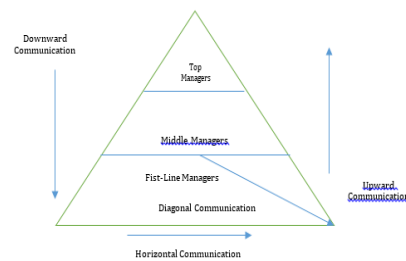


Figure 4. Organizational Communication Type

It can be seen in Figure 4 that there are four types of organizational communication according to the direction of flow of communication within the organization. Figure 1 also shows that there are types of organizational communication carried out from three

structural positions in the organization, namely top managers, middle managers and firstline managers. The following is an explanation of the four types of organizational communication that are in the three parts of the organization: (1) Downward communication is communication whose direction flows from top management to employees below it. This type of communication is characteristic of companies with an authoritative management style, (2) Upward communication is communication that flows from employees to top management. The main task of this communication is to inform top management about the situation at lower levels. This is the best way for top management to analyze the efficiency of downward communication and overall organizational communication, (3) Horizontal communication is communication that flows between employees and departments that are at the same organizational level. This allows the coordination and integration of departmental activities by engaging in relatively independent tasks, (4) Diagonal communication is communication in which direction flows between people, who are not at the same organizational level and are not in a direct relationship to the organizational hierarchy. This type of communication is rarely used - usually in the format of situations when it complements other types of communication.

Describing what interferes and hinders communication is a major source of conflict that can be used to identify factors that are considered to hinder the communication process [21]. The causes of organizational communication conflicts according to Petković et al are, 1) Dependence in work activities, applying collaborative patterns in carrying out organizational goals. 2) Differentiation of units within the organization and their mismatch of objectives, can create trust issues in message delivery. 3) Limited resources create problems in correct collective understanding such as about groups, status quo, types of activities etc. 4) The compensation system and unclear organizational goals create problems in the correct distribution of rewards. [15] [14].

The conflict process occurs through the frustration stage, the conceptualization stage, the behavior stage, the reaction stage from the opposite side and the

consequence stage. This process can be described as in Figure 5 below. [22] [15]

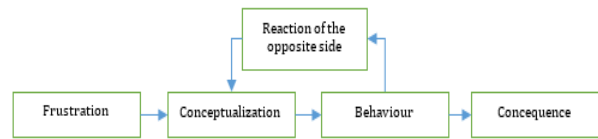


Figure 5. Conflict Process

Figure 5 shows how such a situation proceeds to become a conflict. Organizational communication conflicts in this study occur in the provision of information services. Information services are considered as a crucial part in the implementation of organizational management. [22]. Information services are services in which there is information needed by individual service recipients [23]. In its development, information services have been implemented in a decentralized manner, where there is a division of functions that can be carried out by users and information service centers. There are three elements in carrying out the information service function that can be implemented in a decentralized manner, namely system operations, system development and management systems. [24]

Information services in this study are focused on the operating system, where the provision of information services related to the operating system is carried out using treasury information service products, namely HAI DJPb Directorate of Information Systems and Treasury Technology (SITP). Carrying out services related to the operating system related to the state treasury service process, making every part of the process it is important to provide sufficient information so that the state treasury service process can run optimally. Figure 6 below, the researcher tries to describe the conflict process that exists in the provision of information services at HAI DJPb Directorate of Information Systems and Treasury Technology (SITP) that adapted from Gonan et al (2008), Petković et al (2008), Hener (2010), and Olson and Chervany (1980). [14][15][24]

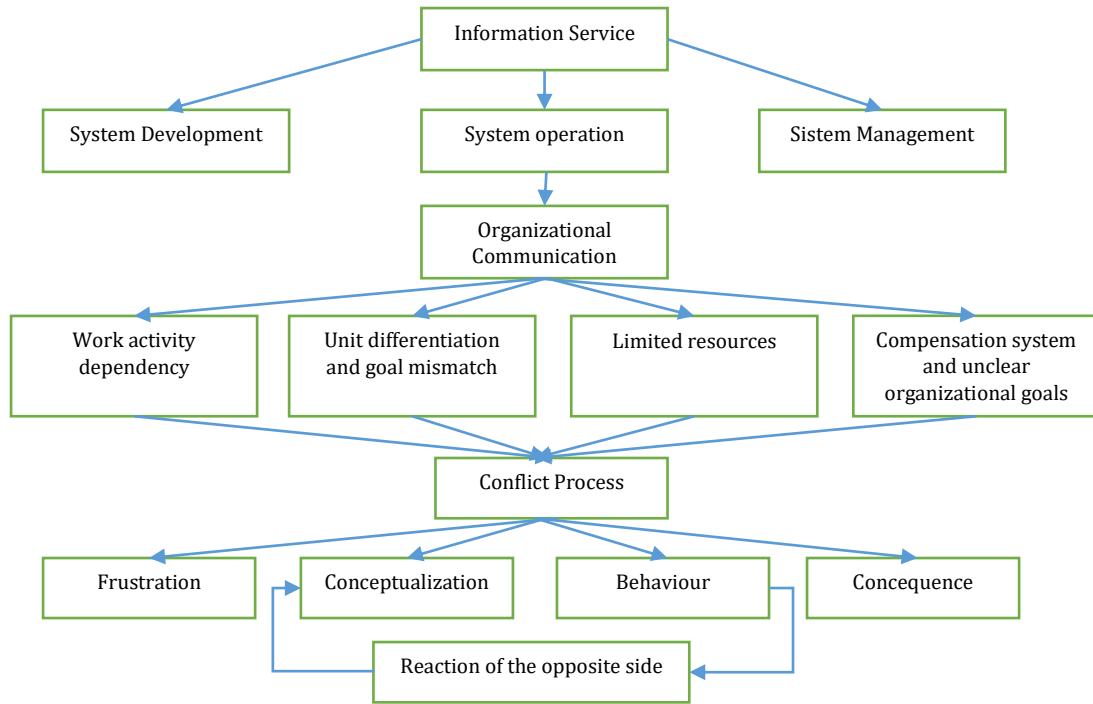


Figure 6. Organizational Communication Conflict Process in Information Services

Figure 6 presents the process of organizational communication conflicts that arise and occur in the provision of information services on the operating system. So in this study aims to describe how the process of organizational communication conflicts that occur in information services is carried out through identifying the causes of organizational communication conflicts. The organizational communication conflict process will be described using the organizational communication conflict process model in information services adapted from Gnanan et al (2008), Petković et al (2008), Hener (2010), and Olson and Chervany (1980). [14][15][24]. This model will be used to identify the causes of conflict, and analyze the conflict process that occurs, so that later it can be used as consideration in taking an action or decision in resolving existing organizational communication conflicts.

3. METHODS

This study uses a qualitative approach that aims to understand in depth the meaning of a conflict phenomenon that exists in the process of providing information services at HAI DJPb Ministry of Finance. The qualitative approach provides a complex view of a phenomenon and can narrow the meaning of what has been found from explaining the existing phenomenon. [25] So, in this study, this type of research took descriptive research with the aim of describing in depth and detail the research topic, namely organizational communication conflicts in the HAI DJPb information service of the Ministry of Finance. There are three stages

of this research to obtain data, namely through the process of observation, in-depth interviews and documentation. Observations were made by observing the activities of the Ministry of Finance's HAI information service. The activities observed are in the provision of services at the Call Center, Chatting, Email and tickets, as well as social media. The second stage is carried out by in-depth interviews with informants who have been determined by purposive sampling technique, which is determined according to existing criteria according to the needs of this study. The informants interviewed were the Head of the User Services Section, one employee who served in the call center, one employee who served in ticketing/email, one employee who served on social media, one employee on application development, and one employee from the Directorate of Budget Implementation. The third stage is carried out with documentation, namely collecting information in the form of documents related to the focus of research, namely organizational communication conflicts. This document is in the form of a HAI performance report document and visual documentation related to the performance of information services.

4. RESULTS AND DISCUSSIONS

4.1. Communication conflict on HAI information service

Since it was established and started operating at the end of 2016, HAI DJPb has made several innovations and improvements, including the addition of the Call Center 14090 channel in 2017, the implementation of the ISO 9001:2015 Quality Management System (QMS) in 2018, and the addition of communication channels through the media. social services (Twitter, Facebook, and Instagram) in 2019. With these innovations, it is expected to improve the quality of services provided by HAI to all service users. In accordance with the Regulation of the Director General of Treasury Number PER-8/PB/2020 concerning Guidelines for the Implementation of HAI (Help, Answer, Improve) Services of the Directorate General of Treasury (HAI DJPb), HAI Agents can be classified into Layer 1 Agents, Layer 2 Agents, and Layer Agents 3. Layer 1 Agent is an Agent in the User Service Section who first receives tickets/questions from users. Layer 1 agents are divided into email agents, chat agents, call center agents, and back office agents. Layer 2 Agent is an Agent from the technical team/technical directorate that handles ticket forwarding/escalation from Layer 1 Agents. Layer 3 Agents are Agents who receive ticket forwarding that cannot be completed by Layer 2 Agents. The composition of HAI Agent based on layers can be seen in the figure following [4].

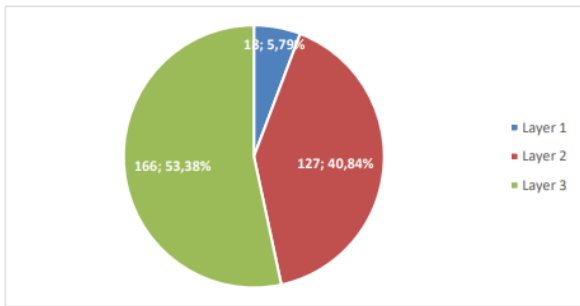


Figure 7. HAI Agent Composition based on layer

Based on these data, the total number of HAI Agents in Semester I of 2020 was 311 Agents consisting of 18 Layer 1 Agents (5.79%), 127 Layer 2 Agents (40.84%), and 166 Layer 3 Agents (53.38%). Layer 1 Agents as Agents in the User Service Section, the SITP Directorate who first receives tickets/questions from users have a significant role in handling service request tickets and incidents sent by service users. Having 18 agents or 5.79% of the total 311 HAI agents in semester 1 of 2020, Layer 1 agents in HAI services have performed their roles very well, this is evidenced by the performance reports in each semester, tickets completed in layer 1 is quite high with an estimated completion

time of a maximum of 3 days. Layer 2 Agents and Layer 3 Agents are agents from the technical team/technical directorate whose main tasks are related to business processes, including drafting regulations, SOPs and updating application tools as the implementation of the organization's business processes. However, often the update has not been fully informed to the agents at layer 1. Stakeholders use the HAI services for consultation and obtain information related to the update, while the layer 1 agents have not received comprehensive information regarding the updates that have been published so that the information provided is delivered to stakeholders is less than optimal.

This conflict occurs when there is a lack of information obtained by layer 1 on the development of information related to business processes, including the preparation of regulations, SOPs and updating application tools as the implementation of state treasury service business processes. The existence of this miss information makes the main part of communication conflicts that arise between layers of information service providers. In table 1 below, identification of the types of organizational communication conflicts that exist in the provision of information services by HAI is presented.

Table 1. Identify Types of Organizational Communication Conflicts

Conflict	Type
There is a difference in performance achievement in each sub-section in SITP which is opposite to the performance achievement in other sub-sections.	Horizontal
Lack of understanding of the information received by the layer from the unit that updates the treasury service tools.	Horizontal
Unequal knowledge of information between layers that provide information services	Horizontal
The lack of coordination and socialization between sections and units in SITP	Horizontal
The lack of coordination and socialization between layer 1 with layer 2 and layer 3 as part of developing regulations and SOPs for treasury services	Diagonal
There is a difference in performance achievement between layer 1 and the performance of business process development at layer 2 and layer 3	Diagonal

Source: compiled by researchers

In table 1 it can be seen that there are 2 types of organizational communication conflicts in providing information services by HAI DJPb, namely horizontal and diagonal conflicts. Horizontal conflicts occur between internal at each layer or between layers 1 and 2 which are in the same area of authority, namely the SITP Directorate. Meanwhile, diagonal conflicts occur between layer 1 with layer 2 and layer 3 which are outside the jurisdiction of the SITP Directorate, namely the Directorate of Budget Implementation, Directorate of Accounting and Financial Reporting, Directorate of State

Treasury Management, Directorate of Treasury System, Directorate of Financial Management Development BLU, and Directorate of Investment Management System

4.2 Causes of Communication Conflicts in HAI Information Service

There are four causes of organizational communication conflicts that exist in the process of providing information services which have been identified. The cause of the organizational communication conflict was found when the information service activity was running. There are four causes of organizational communication conflicts, which consist of horizontal and diagonal types, namely, first, dependence on work activities, secondly, unit differentiation and organizational goals, thirdly, resource limitations, and finally the compensation system. The four causes are explained in the description below:

1) Dependence in work activities, applying collaborative patterns in carrying out organizational goals. In the HAI information service, the dependence of work activities is very visible, especially because it is located in an area that provides information related to the treasury service operating system. This attachment and dependence can be seen when there is a system error in the information service application or treasury service. In addition, it can also be seen in the business process development section related to rules and SOPs, because after all, public sector organizations are organizations implementing rules or policies from the government. So that information service delivery activities, especially at layer 1, are highly dependent on other units.

2) Differentiation of units within the organization and incompatibility can create trust issues in message delivery. This cause is difficult to avoid, because after all, each unit or sub-system in an organization has its own performance target. The cause of the conflict is seen at the beginning of the year where at the beginning of every year, namely in January, there are many updates to tools and state budget policies that can affect the performance of information services. The development unit has its own performance achievement targets which sometimes still have to be adjusted to the capabilities and knowledge of service users or stakeholders to run the system. This has resulted in a pile of requests for information about the problems they face in accessing the updated system. Meanwhile, minimal socialization and coordination were carried out to service users and layer 1.

3) Limited resources create problems in correct collective understanding such as about groups, status quo, types of activities etc. These resources are not only centered on human resources but also other capital resources. This limitation also results in an unequal distribution of access and organizational facilities that

can be used to maximize the delivery of information services.

4) The compensation system and unclear organizational goals create problems in the correct distribution of rewards. This compensation system is realized from several aspects, both in terms of financial and non-financial compensation. Inequality in the compensation system is also faced when there is an uneven distribution of resources which can have an impact on the uneven distribution of work and activities received by employees who are assigned to the HAI information service provider.

4.3. Process of communication conflict in HAI Information Service

The previous sub-chapter has identified and explained the description of the types of organizational communication conflicts that exist in Information Service providers and has also identified and explained the causes of organizational communication conflicts. In this sub-chapter, it will be explained how the process of organizational communication conflicts that exist in the HAI Information Service. This organizational communication conflict process occurs through the frustration stage, the conceptualization stage, the behavior stage, the reaction stage from the opposite side and the consequence stage. These stages are described in the description below:

1) Frustration stage, this stage illustrates that there are activities that are not in accordance with the goals of the organizational unit. At this stage, the reasons or causes for the discrepancy arise, giving rise to a reaction to feeling disturbed. These causes have been identified and explained in the previous sub-chapter, namely there are four causes of organizational communication conflicts.

2) The conceptualization stage, is the stage where the causes are concluded by the parties who feel there is a mismatch for the activities carried out. There are causes of organizational communication conflict but it does not cause a form of conflict that makes conditions worse than before. So this conceptualization is an important stage and is influenced by many things, both personal and organizational. In the HAI information service, this form of conceptualization is shown by identifying problems that are often asked by users, categorizing and trying to find information independently and discussing it with their direct superiors regarding the lack of information on solving problems related to treasury services. So, the conceptualization here is a form of concluding the problem by minimizing the potential for existing conflicts.

3) The behavioral stage is the stage of a form of reaction carried out by the unit carrying out activities on the basis of the conceptualization that has been made.

This stage of behavior has levels, so that the behavior that is raised is of course the hope is to resolve the incompatibility that arose from the beginning so that communication conflicts occurred. In HAI information service, this behavior stage is carried out if the conceptualization that minimizes conflict does not solve the existing problem. So doing a form of action that is asking directly to the unit concerned to provide more complete information so that the layer that performs the task of information services can continue to run.

4) The reaction stage of the opposite side, is the stage of the reaction form of the opposite party. After there is an action/behavior that shows a discrepancy with the activity, there will be a reaction from the opposite side. This reaction may indicate a form of acceptance or not rejecting the incompatibility or reacting with a frontal form of resistance. This stage is an advanced form of action/attitude taken by units that have limited information to resolve the problem of requesting information from users. The reaction from the opposite unit was the provision of information related to the

development of tools or systems and regulations for the administration of the state treasury. The reactions obtained are accepting requests for information and solving information problems, or refusing for various reasons.

5) Consequence stage, is the stage where the consequences of the reaction that have been issued due to the incompatibility. The consequences are obtained when you get positive and negative reactions, the positive is when you get a positive reaction that the work on the information service can be completed on time. If it is negative, a further conflict process will emerge and involve more parties. In fact, the consequences that arise when there is a communication conflict in the HAI Information Service are more personal and have not touched a more professional realm.

The entire process of identifying the causes of organizational communication conflicts and the process of conflict occurring in the HAI Information Service can be described by a flow model as shown in Figure 8 below.

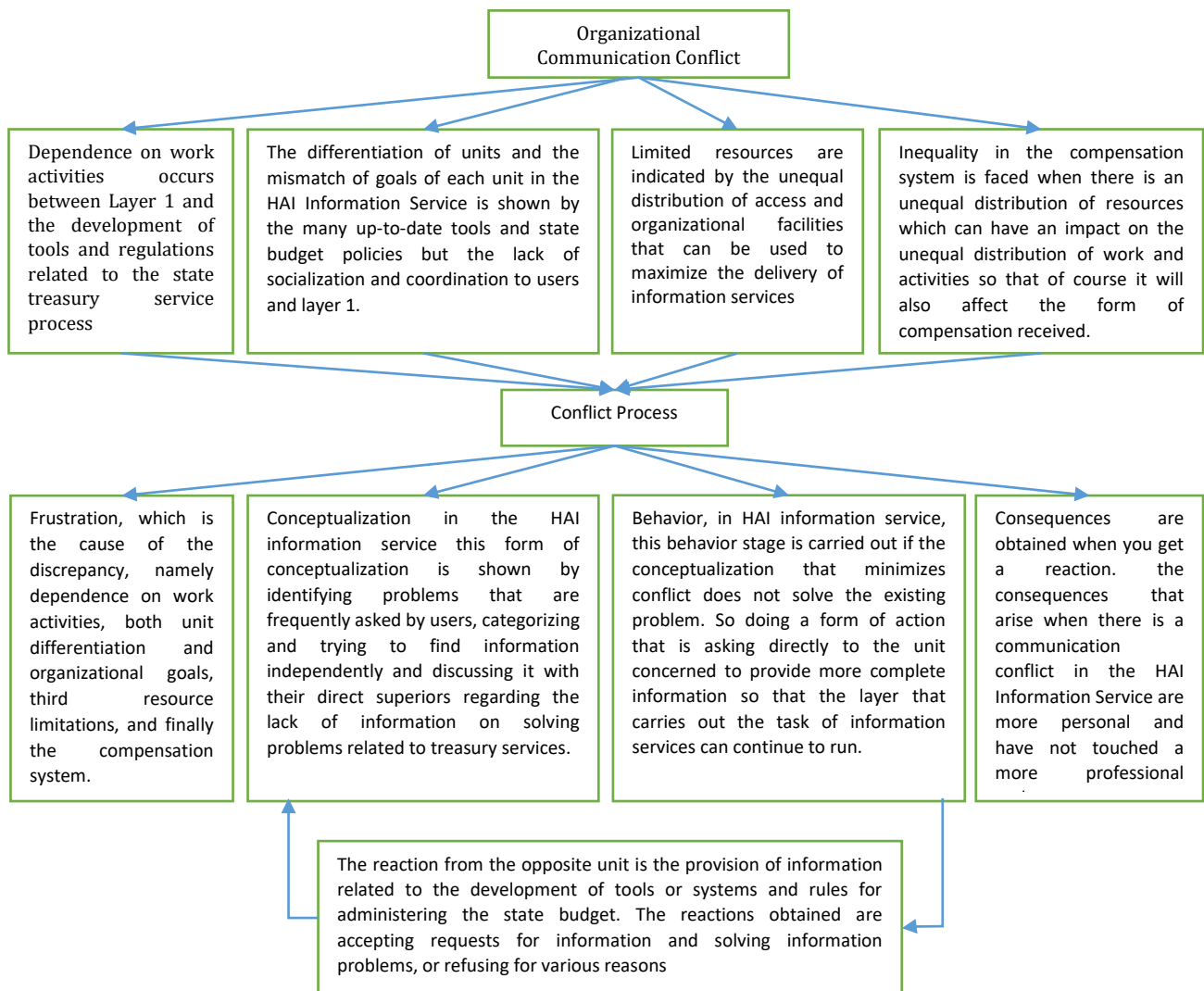


Figure 8. Organizational Communication Conflict Process in Information Services HAI

5. CONCLUSION

In this study, there are horizontal communication conflicts that occur between divisions between layer 1 agents of HAI DJPb and the field of application development as well as diagonal conflicts between layer 1 agents of HAI DJPb and the business process section of treasury services. Horizontal conflict is the occurrence of conflicting performance achievements in each of the existing sub-sections. Lack of update information received by each layer. Unequal knowledge of information between layers that provide information services. While the diagonal conflict is the lack of coordination and socialization between sections and units in the SITP Directorate and also the difference in performance between layer 1 and the performance of business process development at layer 2 and layer 3.

There are four main causes of organizational communication conflicts in information services, namely the dependence of work activities between units, unit differentiation and the incompatibility of the goals of each unit in HAI Information Services, resource limitations indicated by the unequal distribution of access and organizational facilities, and the imbalance of the compensation system that faced when there is an unequal distribution of resources. Communication conflicts in this study were identified up to the level of communication conflict processes that exist in the horizontal and diagonal types. There are five stages in the communication conflict process of the HAI information service organization, namely the frustration stage, the conceptualization stage, the behavior stage, the reaction stage from the opposite side and the consequence stage.

6. IMPLICATIONS AND LIMITATIONS

This research has implications as an illustration and input for resolving communication conflicts that exist within the Ministry of Finance organization, especially to carry out the process of providing information services to users of HAI services. In addition, this research is expected to be an input for evaluating the performance of the HAI information service system so that it can minimize the emergence of new conflicts or similar conflicts that have the potential to hamper the performance of information services.

The limitation of this research is that it does not discuss and provide an overview of conflict resolution and the strategies that will be used to resolve the conflict. So as input for further research in the future, it is better to conduct further studies or research that focuses on developing strategies in resolving organizational communication conflicts in the HAI Information Service of the Ministry of Finance.

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