The Leader Effective Communication in Solving Employee Conflict; REACH Analysis

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Abstract:

Communication is the main key in building good relationships between people. Effective communication aims to make it easier for others to convey messages that are notified by the messenger. Effective communication is very important in resolving conflicts in employees. The study purpose is to describe the leadership effective communication in solving conflicts among employees at the printing company namely CV. Primasakti Copy Center (PCC) using REACH analysis (Respect, Empathy, Audible, Clarity, Humble). The research uses qualitative methods. Data collection techniques were carried out through interviews, direct observation, and documentation. This study involved eight informants consisting of company leaders and employees. The results showed that the company's leadership had implemented effective communication using REACH analysis in solving employee conflicts. The most dominant effective communication indicator applied by company leaders is the respect indicator, due to basically humans want to be appreciated and considered important.

Keywords: *Effective Communication, Employee Conflict, REACH Analysis*

1. Introduction

Johannes Gutenberg in about 1453 had invented the printing press in Germany, since then human life has developed rapidly. This is due to the information source on paper sheets (manuscripts) in the writings form changing into an organized book form. As the printing press invention result, the science development and time knowledge continued to be rapid, this happened not only to Europeans but also to the Middle East. The printing press innovation has an effect on the printing method. Along with the science advancement, printing design innovation is also growing rapidly. The printing innovation progress at the end of the 1900s, namely the four printing techniques emergence in the methods form or methods used by companies in the printing industry and individuals (Saharja & Aisyah, 2020).

In Europe before the printing press invention, all recorded data was written by hand. A book copied by experts is known as a scribe, which takes its time to complete a

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volume. This method requires a long manufacturing process and only a few people have the opportunity to read a work. In Germany in 1440, the printing method first became known from the City of Mainz, which was the metal working center in that year. The first printing method from Mainz was introduced by Johannes Gutenberg using the metal rubbed inspiration with charcoal on paper.

Basically printing is an industry that produces writing or images on print media such as paper using a mass printing machine. In the manufacturing process requires ink on certain media and processing using a special printing machine. Printing is a process that could not be missed, such as in publishing magazines, books, as well as transaction printing and newspaper printing. The printing businesses number that have sprung up is the increasing demand impact for printing. In Indonesia, printing companies are growing rapidly, both on a large, medium and small scale.

In today's digital era, people's needs for printing products such as banners, stickers, billboards, and others are increasing. The need for printing products generally increases at certain times, for example before the General Election and certain moments both regional and national as well as other important days such as religious holidays (Ilyas, 2013). In order to fulfill these needs, the community utilizes existing printing services, one of which is PCC printing in Surabaya.

CV. Primasakti Copy Center (PCC) is a printing company that was founded in 2008 and was founded by Irwan Siswandy and Stephanie Wijaya as PCC leaders. This company has had its ups and downs in its development, but due to of its strong determination and business strategy, this company was able to get through its critical times. Initially, PCC was only engaged in photo printing services, but due to dynamic market demand, the company finally invested its capital to buy various other digital machines types, this is due to people need various printing types to print books, pamphlets, and so on.

Many problems that occur within the company are made worse due to miscommunication. Financial problems, tasks spreading and responsibilities among employees and various other problems, which then lead to prolonged conflicts within the company, which in the end can affect the company goals achievement. This happens to PCC companies, which are also most companies. Failure to establish effective communication is often the main cause of obstacles in finding solutions to problems.

One of the most important and fundamental aspects in improving PCC's excellent service and customer satisfaction is effective communication between employees. This has not been seen to be fulfilled by employees and company leaders. Should be efficient, accurate, complete, clear, and understood by the recipient message recipient. Effective communication is one of the important components in the

customer service process that should be maintained by PCC employees. Employees need to maintain good relations and cooperation with consumers which currently need to be a serious concern for PCC employees, due to consumers are kings who should be served seriously and comprehensively. Ineffective communication between employees and consumers will certainly have an impact on consumer dissatisfaction. PCC is trying to make improvements related to weak communication in order to be more effective and company goals can be achieved.

There are several reviews in the previous research results form which aim to clarify and as research references, including research conducted by Octavia & Halim (2018), with qualitative method. The result is that the leadership's communication role in solving conflict is very good and could make the right decisions and not endanger the conflicting parties. Subsequent research by Setiawan & Pratama (2019), with descriptive research method. The results show that employee performance has a positive and significant effect on company's leadership style, whether or not an employee's performance is good is determined by the leadership style itself. The latest research conducted by Astuti (2019), with qualitative method. The results show that the conflict dialectic is quite varied among employees at the Padang Immigration Office, and there is a contradiction between the desire to be closer or distant between them.

The results in several studies above could be concluded that the leadership communication role, the leadership style influence, employee communication experience in solving employee conflict is very necessary. This is due to considering the main leader role is to resolve conflicts, make decisions as effectively as possible, therefore employee performance continues to run smoothly and does not disappoint.

Based on the problem background and referring to similar research references,it makes researchers willing to conduct research related to the leader effective communication in solving employee conflict through *REACH analysis (Respect, Empathy, Audible, Clarity, Humble)*.

2. Theoretical Background

Communication
The term communication comes from "communis" in Latin which means common then turns into the verb communicare which means to inform or spread (Octavia & Halim, 2018). According to these origins, communication is the giving act or disseminating information to other parties to gain an understanding. Building communication in modern marketing is a should to be at the dealing forefront with business competition (Huda & Purwanto, 2018).

Communication is the passing understanding act and information from one person to another. Communication could be successful if there is mutual understanding, that is, when both parties, between the sender and information recipient could understand a problem. This does not mean that both parties are required to agree on an idea, but what is most important is that both parties understand these ideas. In such circumstances it could be said that communication has been successful or communicative (Dwihartanti, 2004).

Communication is the most important key in building a good relationship between each individual (Sari, 2016). In our daily lives as humans, we should communicate, and in the work world, communication is very important to achieve company goals (Rifai'i, 2019). In a company, communication has an important role to form a harmonious relationship. If a person could not communicate effectively within a company, it could result in misunderstandings. A leader should be able to communicate effectively to all office employees both horizontally, vertically, diagonally.

Communication is seen as effective, if the stimuli conveyed and intended by the sender are in accordance with the stimuli received and understood by the message recipient. Less effective communication is also caused by individual misunderstandings and misunderstandings in understanding the information received (Anwar, 2015). With proper and effective communication between leaders and employees could have a positive impact that benefits the company (Toparli, 2021).

Effectiveness is a condition that indicates the success level or management activities failure in achieving goals (Azman, 2022). Effectiveness in communication also needs to be improved and implemented therefore the performance between employees could be better than before. Leaders are responsible for employee performance. However, the company success is a shared responsibility between leaders and employees, therefore effective communication between the two parties could be carried out to carry out tasks correctly and optimally.

Conflict
Conflict is almost always present in life, including in the company. Conflict is a struggle between different individual needs, wants, ideas, interests due to different goals, values, thoughts, feelings, and behaviors (Suryani & Yoga, 2019).

Conflict is unhealthy competition, it is based on ambition and emotional attitude in gaining individual victory. Conflict arises due to of the same goal but diverse backgrounds, in addition to that, it is coupled with diverse opinions and sensitive feelings and misunderstandings (Sinambela, 2021).

Conflict is a dispute between parties who are not suitable for each other and conflicting conditions or behavior (Tenggono & Melinda, 2018). Conflict in the disagreement form, there is an tension element that results in the emergence of other difficulties contained between two or more parties. Conflict often leads to an opposition attitude between the two parties, to the stage where the parties involved meet each other as enemies or obstacles and distractions to achieve the goals needs to be achieved together. Many people have the view that conflict should be avoided due to it will harm many people or even the organization itself.

Conflict occurs due to there are conditions behind it (antecedent conditions). This condition is referred to as a conflict source, which consists of three categories, namely structure, communication, and personal factors. Poor communication factors could lead to misunderstanding of the parties involved, hence this creates a conflict source. Personal factors are another potential conflict source, this includes the value system possessed by individuals, these personality characteristics that cause individuals to have different uniqueness (idiosyncrasies) in other individuals (Robbins & Timothy, 2011).

On the other hand, there are people who interpret that conflict does not always have a negative impact and will harm the company. Even if the conflict is handled properly and well it will have a positive impact and bring benefits to the company. On the other hand, conflict is considered to have a detrimental impact on the company therefore it should be minimized, but on the other hand, conflict is considered to be able to improve company performance therefore conflict should be optimized. Various conflicts that arise within the company, whether between individuals, between groups, or between companies are often just due to of trivial problems (Sunarta, 2010).

Conflict Management Strategy
In a company, whether on a large or small scale, it is certain that they have experienced and handled various conflicts. There are ways and strategies that could be done therefore conflict management could be right on target. This process is important to consider therefore the company does not make mistakes in efforts to reduce conflicts that occur. Conflict management strategies, namely (Introduction, Diagnosis, Agreeing on Solutions, Implementation, Evaluation) could be explained as follows:
1. Introduction. This process is taken to identify the problem root that occurs therefore information related to the conflict source could be known.
2. Diagnosis after knowing the problem root, making a diagnosis needs to be done to find out what steps should be taken to solve the problem.
3. Agree on a Solution. The next step is to consider and agree on the chosen solution. The solution chosen should be balanced and couldnot be imposed on only one party. So neither party feels less fortunate than the other.

4. Implementation. The agreed solution should then be executed together. All parties involved should agree on and contribute to their respective roles for the solution. If it has been agreed, the implementation should be done together to get the best result.

5. Evaluation. Joint evaluation after conflict is resolved is a conflict management strategy part. With evaluation, the organization or company could avoid conflicts in the future. So there is no need for the same conflict to occur in one company.

The Effective Communication Principles through REACH Analysis
Effective communication is communication that results in accordance with the those wishes who interweave. Effective communication is considered important because it determines the truth and communication error made while still paying attention to the effective communication principles stated according to (Somad & Priansa, 2014) called *REACH (Respect, Empathy, Audible, Clarity, Humble).*

1. *Respect.* Communication is built with respect and mutual respect, by building good cooperation it will increase the performance effectiveness as an individual or group.

2. *Empathy.* The ability to listen and understand first before being understood or heard by others. Listening and understanding others is a way to build trust and openness with others.

3. *Audible.* The message that the employee conveys could be received by the message recipient correctly with the use of media or audio-visual equipment or additional equipment. The use of this media supports that the message that employees convey could be well received.

4. *Clarity.* The message clarity so as not to give rise to multiple interpretations or different understandings.

5. *Humble.* Behavior that describes the factors associated with building respect for others based on the humble behavior they have.

3. Methodology

This study used qualitative research methods. Qualitative research has the aim of summarizing situations, conditions, or social reality phenomena that exist in the research object. To know reality to the surface as images, characters, nature, about certain phenomena and conditions (Bungin, 2014).

The research object is the conflict in the company. This study has subjects from two informant criteria types, namely company leaders and employees who have conflicts who understand the company. The total informants in this study were eight informant sources.

The data collection method in this research is through the use of documentation and interview studies to obtain and collect information. Documentation is a method used to find historical and historical data sets, this data collection is called documents in a broad sense such as photos, CDs, records, etc. (Bungin, 2014).

An interview is a two people meeting to exchange information and ideas through questions and answers, therefore meaning could be built on a particular topic. The way to read the data in the this study results is to use the transcription the interview results model (Sugiyono, 2013). Transcripts were obtained from written interview data and main data from interviews (Pranoto, 2016).

The following is a topic interview list which could be seen in the table below:

Table 1. Interview Topics

Indicator	Interview Topic
Respect	Employee communication conditions. Employees respect each other.
Empathy	Attitude when criticized. Mutual help among employees.
Audible	Media used to deliver messages.
Clarity	The language style used by employees. The language clarity used.
Humble	Communication attitude training. Relations between employees. How to resolve conflicts.

Source: Somad & Priansa (2014)

4. Empirical Findings/Result

The following results from interviews with employees obtained information related to conflicts that occurred in employees.

1. Question: *Do PCC employees communicate frequently?*
As the informant's response to the interview questions above:
   a. *"Currently, we rarely communicate, due to we are busy with our respective jobs" (OV, FX, TR);*
   b. *"Not all co-workers have the same personality between one employee and another. Moreover, Indonesia has various tribes, cultures and characters. So, how to adjust the employee personality" (MD, RF, JL).*
   c. *"Usually we often communicate when it comes to work" (AW, WD)*

2. Question: *It is done, right employees work according to their respective job descriptions?*
As the informant's response to the interview questions above:
   a. *"Sometimes when I have finished my work, there are co-workers who do it*

slowly so they don't finish it. Finally, I help other work to finish quickly" (FX)

b. *"No, I often help with other jobs, even to the point of being loyal to the company" (TR, WD, JL, OV)*

c. *"Everyone here works outside of their respective duties due to there is a lot of work but there are not enough employees therefore it makes employees do several tasks at once" (AW, MD, RF)*

3. Question: *Is employee always open with other co-workers?*
As the informant's response to the interview questions above:

a. *"Not all co-workers could be open, I am open but not necessarily my friends could be open. So how do you adjust the each partner personality?" (AD, JF, RD, RL)*

b. *"Rarely when it comes to personal matters, usually always about work" (MD)*

c. *"If I open up to anyone" (OV, WD, TR)*

4. Question: *Why conflicts that occur in employees need to bring in outside parties or third parties?*
As the informant's response to the interview questions above:

a. *"Usually if there is a conflict we ask the leadership for help, due to the one who has the right to help and decide is the leader" (MD, TR, JF, RD, WD, RL)*

b. *"Certainly it is necessary to mediate in the conflict. The importance of bringing in an outside party or a third party due to it will be more open to third parties who are not in both favor" (TR, OV)*

Following below are the interviews results with employees related to the REACH analysis (*Respect, Empathy, Audible, Clarity, Humble)* could be explained as follows:

Respect
Question: *Do employees always greet and greet customers who come?*
As the informant's response to the interview questions above:

a. *"Certainly, we always give greetings and greetings to customers at all times" (WD, JF, MD, RD, TR)*

b. *"Certainly, due to we have to work professionally even though our situation is bad" (RL, AD)*

c. *"Yes, we always give greetings and greetings to every customer who comes to get good service from us and don't forget to give a sincere smile" (OV)*

Empathy
1. Question: *How's your attitude when getting criticism from consumers?*
As the informant's response to the interview questions above:

a. *"Acknowledge the mistake first and explain to the consumer what is wrong and explain it properly" (AD, WD)*

b. *"Say an apology to the customer, then accept the criticism and review the criticism from the customer and we have to improve ourselves so we don't get criticized again" (TR, MD, JF)*
c. *"Accept every criticism gracefully and take the positive points, forget the emotional part and try to fix it" (OV, RL, RD)*

2. Question: *What media that is often used to convey messages to customers?*
As the informant's response to the interview questions above:*"Media that could be used to convey messages to consumers could be via telephone: (031) 8484808, website:Primasakti-Digital Copy & Print Shop (business.site),WhatsApp: 081333372291" (JF, WD, MD, RL, OV, RD, AD, TR).*

Clarity
Question: *What language style do employees use when communicating with consumers?*

As the informant's response to the interview questions above:
a. *"Usually I use short and uncomplicated language so as not to obscure the message substance and tire my hearing" (AD, TR)*
b. *"Speaking in a persuasive and enthusiastic tone so as to attract customers and maintain an attitude" (JF, RD).*
c. *"Standard language style, straight forward and easy to understand" (MD, OV)*
d. *"Customers will feel more comfortable if the eyes are respectful and polite" (RL)*
e. *"Use positive sentences due to they could make the listener optimistic, confident, enthusiastic and so on" (WD)*

Humble
Question: *Has the customer-focused communication attitude training been well established with consumers?*

As the informant's response to the interview questions above:*"It's usually based on our simple attitude, respectful attitude, full service attitude (customer first attitude), willing to accept and hear criticism, not arrogant and look low on others, dare to admit mistakes, willing to forgive gently and could control themselves and prioritizing larger interests" (WD, AD, TR, JF, RD, OV, MD, RL)*

Discussion

Respect
Respecting consumers is one of the most important things in communication. This has been implemented at PCC as a company SOP and should be done. According to the analysis results, it could be concluded that PCC employees lack

good communication between employees with one another. Poor communication could be caused by conveying wrong information therefore it could lead to misunderstandings between employees with one another. Poor communication could be caused by the each employee personality character and also could be caused by employees in conveying messages using words that are not clear, could hurt the other employees feelings and the speech tone is not polite. Communication lack between employees could cause the company's performance to be less than optimal, such as misunderstandings between divisions that cause the production process to be hampered. This finding is supported by previous research conducted by Campbell et al (2020) which states that there are communication problems at work that occur between managers and employees. Some of the factors that lead to communication breakdowns between managers and staff include a lack of interdependence; some managers feel that they could do everything themselves. Other managers lack effective communication skills, and as a result are unable to forward communications or receive communications from their subordinates. Finally, some of the staff members had a negative attitude towards everything, and did not want to talk or listen. On the other hand, if communication between employees is carried out intensively and well related to work, a harmonious relationship will be established between employees therefore work will be quickly resolved without any misunderstandings between employees. To improve communication between employees, the PCC leadership will periodically evaluate employees whether communication between workers has gone well and provide training to employees on how to communicate well. In line with previous research conducted by De Ridder (2004) which states that there are two ways to encourage support. One of them is to create commitment sense within the organization; the other is to build trust in management. Both approaches seem to have a positive relationship with good internal communication. The communication quality related tasks is important in creating commitment.

Based on the analysis results, it is concluded that greeting and greeting consumers is one of the SOPs that is obeyed and followed therefore consumers get the best service. For example, when you find consumers who are indifferent in nature, you could give greetings and greetings to consumers first therefore consumers who come feel comfortable getting service and not be indifferent. And employees also put aside emotional feelings and egos that are bad even in a sad and grieving state. Due to it is the employees professionalism in serving and respecting consumers. Always be friendly and polite to consumers when handling service requests and make it seem as if the customer is like a friend asking for help and employees sincerely helping too. Responding quickly to what consumers need is very important due to it will get more value and also provide solutions for what consumers need. Therefore, in the future the leadership will always pay attention if there are employees who do not greet and greet consumers, they will get sanctions for violating one of the company's SOPs and will also find out what causes the employee not to greet and greet

consumers. In line with previous research conducted by Nugraha et al (2019) which stated that it was important to greet the patient when the patient came, give him a smile, and then say hello and for a second say a word to greet him. In the way the patient feels valued and feels himself being cared for.

Empathy

Put yourself in a situation or condition faced by others. Based on the analysis results, it is concluded that if employees receive criticism from consumers, employees will accept the criticism and find the error location and review it therefore it does not cause errors or mistakes that cause consumers to feel uncomfortable. Criticisms and suggestions from consumers are also a little reflection of the work shortcomings, making it easier to know the error point that needs to be corrected for the better. In line with previous research conducted by Gibson & Mumford (2013) which states that the criticism attributes are assessed by taking into account the number, amount, depth, usefulness, range, complexity, isolation, risk sensitivity, operational relevance, and specificity. It was found that more creative problem solutions were obtained when people gave a limited amount of deep criticism. In addition, effective criticism is hampered by the problem complexity. These findings implications for improving performance on tasks requiring creative thinking are discussed. In the future, PCC will provide a criticism box and suggestions intended for consumers therefore they could channel comments related to the printing. The suggestion box is generally a place to submit complaints, criticisms, and suggestions, but in the current globalization era, the criticism delivery and suggestions to consumer companies prefers to convey them via cellphone because it is seen as more effective and easier for consumers.

Based on the analysis results, it was concluded that there was a mismatch between the work done by PCC employees and the job descriptions given by the leadership. If employees are given jobs that do not match their job descriptions, it could lead to conflict. In line with previous research conducted by De Clercq & Pereira (2022) stating that organizations should be careful to avoid accusations about unclear job roles, as they create a pathway through which frustration about unclear decision making could escalate into employee satisfaction; they should also encourage ideas productive clashes within their ranks to help block that route. Employees who are placed in areas that are not their expertise, their performance could certainly experience a decline and cause conflict within the company. Employees are required to help with other jobs, if their job descriptions have been completed. There are several teams that are distinguished by the specialization degree, the higher the team, the greater the additional work. This shows that if one team with another team does not have additional work interests, then there will be no conflict. Employees also feel it is unfair if they are given a job that does not match the job description. This is due to an imbalance between the workers number and the work assigned. Therefore in the future the leadership will divide work roles with PCC employees more clearly

and will also rearrange work roles according to their respective abilities. And will soon recruit new employees for the common good.

Audible

The information and directions provided are clear and understandable. Based on the analysis results, it is concluded that there are two reasons not to use various promotional media, namely ignorance and budgetary constraints. Thus, optimal techniques are needed to use promotional media. Currently, PCC uses one of the most popular promotional media types, namely digital media. Using digital media also supports the company competition existence in the digital era and makes it easier for consumers to recognize company profiles and promote products and services offered in the media. Companies and consumers could reach mobile phones, laptops, and tablets. Consumers could access company media such as telephone, whatsapp, website through posters that the company has provided in the cashier front. In the future, the leadership will immediately provide an online store to make it easier for consumers so they don not need to come to an offline store, going online could be very easy and efficient. In line with previous research conducted by Kim at al (2022) which states that there are two approaches to stochastic frontier analysis and meta-frontier analysis that are applied to assess and compare the efficiency between companies that use O2O platforms and companies that use other methods. Based on the stochastic frontier analysis and meta-frontier analysis, the findings show that adopting the O2O platform is an innovative and competitive strategy for small-sized online stores.

Clarity

The message clarity itself so it does not raise questions. Based on the analysis results, it was concluded that the language style used by PCC employees was standard language, polite, clear and easy to understand. Due to if you use disrespectful language, consumers will feel uncomfortable and reluctant to come back. An attractive and concise language style is also very important for consumers therefore the conversation is not boring and consumers are interested in the company. In line with previous research conducted by Tsai, H. Y. (2019) showing that the use of language in online travel reviews provides a better attitude and willingness to use word of mouth for communication. When the departure date for a trip is still far away, the figurative language of online travel reviews, as opposed to literal language, will result in a better word of mouth. The influence of figurative language on consumer attitudes will be enhanced for those with external control. To improve the language style for consumers, the leadership will hold monthly training for employees therefore employees have the knowledge, abilities, and skills in accordance with the their work demands. And weekly evaluation tests will be conducted for employees to ensure whether the training used has been properly implemented by PCC employees.

Humble

Simple attitude. Based on the analysis results, it could be concluded that PCC employees have implemented a humble attitude, for example if employees make mistakes to consumers, employees should be ready to accept all complaints and anger from consumers and admit mistakes and are not advised to defend themselves. And if the relationship between employees and consumers is well established, then consumers will give appreciation or appreciation therefore the positive impact on the company development will be much better. In the future, the leadership will re-evaluate employees to always apply a humble attitude to consumers and provide additional rewards for employees who perform well to consumers. In line with previous research conducted by Zhong (2020) showing that humility towards positive things is related to employee welfare. Employee humility demeans humility and well-being, except for emotional exhaustion. In addition, the humility effect on employee humility and the humility indirect effect on employee job satisfaction and job satisfaction are stronger under the perceived effective leader.

According to the analysis results, it is concluded that the current conflict source is indeed caused by a person's personality factor. Every PCC employee should have a different personality from the others. Due to the each employee characteristics are different so they have their own uniqueness. For example, if emotions are involved, some feel anxious, restless and so on. On the other hand, there are individuals who are bossy, selfish, authoritarian, individualistic, indifferent, and others. Such traits lead to conflict within a team. This could worsen communication with other co-workers as a result, innovations or ideas could not emerge to create services that meet the needs of today's consumers. Open communication is needed in companies to more easily solve problems, share job descriptions with other coworkers, and provide motivation. In the future, PCC employees are expected to be more open and better understand the each employee characteristics and could be more accepting and listening to all opinions therefore there are no conflicts in the future. In line with previous research conducted by Bennett at al (2012) showing that it is very important for organizations to enable the current knowledge transition in the multi-generational workplace. The findings show that changing work and life patterns dictate that organizations should adapt their culture to meet the challenges and a new generation expectations in the workplace.

Based on the analysis results that conflict could be a thing that could trigger the relationship destruction between employees, it is usually found with hatred and discomfort between employees which could cause distance between employees. Conflicts that occur could also be caused by problems outside the company or personal problems that cause personality changes to be negative, usually based on someone being lazy to work, uncomfortable working and others. Currently, PCC employees if there is a conflict, it is better to resolve it and be assisted by the leaders or third parties or outside parties. Which could cause a new atmosphere, new views and lead to a functional conflict situation, namely the third party leadership or an

outside party. Those who do not side with both or are called neutral parties. In line with previous research conducted by Baser & Swain (2008) which stated that the most recent violent conflicts were intra-state conflicts and most of them were deterritorialized through the involvement of diaspora groups. Much of the existing research assesses the diaspora community for funding the war effort, valuing extremism, and holding politics uncompromising. However, the diaspora has also contributed to peace efforts in their homeland conflicts. Through lobbying governments and international organizations and assisting post-conflict transition and reconstruction, the diaspora is increasing its important role in mediation and peace development. This paper explores and analyzes the potential positive contribution of the diaspora to resolving conflicts in their homeland.

After carrying out the research, it is known that the factors in conflict are communication, work roles, and individual personalities (Tenggono & Melinda, 2018). This is a factor in the conflict emergence within the company. This is caused by PCC employees who are still careless and less serious at work. In addition, in this study it could be seen that the conflict consequences are weak solidarity, group destruction, personality changes, and domination that occurs in groups. Communication could run effectively when all elements in communication carry out their functions properly. Due to basically the communication function is not only to persuade others to follow and agree, but could communicate to be done to only convey information. The communication that the company builds is based on the five main effective communication indicator *(REACH)*. The communication that most companies apply in PCC is communication with respect, due to in principle humans want to be respected and considered important. And could build long-term mutually beneficial relationships and strengthen PCC.

5. Conclusions

Conclusion
In this discussion, in the end the conflict factors are communication, work roles, and individual personality. Communication has a positive and significouldt effect on improving employee performance. This is evident due to the study results state that the communication process currently implemented has a positive impact on its employees, namely a change in attitude for the better and also better relations between employees, employees and leaders. The communication that most companies apply is communication with respect indicators, due to basically humans want to be appreciated and considered important. Effective communication will reduce conflicts that occur within the company and have a role in reducing and resolving conflicts that occur.

Implication

Table 2. Theoritical Implication

Indicator	Implication
Respect	PCC is expected to increase discipline in the work area to respect each other among employees, to leaders, and also to consumers.
Empathy	PCC could accommodate criticism and suggestions by providing a box for criticism and suggestions that could be offline and online.
Audible	Maximizing the use of digital promotional media such as telephone, WhatsApp, website and soon E-commerce related to company product information.
Clarity	Maximizing employee training therefore they communicate fluently with consumers using standard, polite, and clear language styles.
Humble	Dare to admit mistakes, accept all anger and complaints, do not look down on consumers. To always be humble is done by evaluating.

Source: Researcher Processed Data, 2022

Limitations

This research is attempted as much as possible but still has limitations, including:

1. This study has limitations in terms of the research informants scope. This study only interviewed eight informants from PCC. So it could not review the overall informants responces.
2. The factors that create conflict in employees only consist of three variables, namely communication, work roles, and individual personalities but there are many other aspects that influence employee conflict.
3. For future researchers may need to add work pressure that affects a person, further research is expected to examine creativity within the company therefore it could help in the next research process. Given the factors that cause conflict to employees, effective communication is needed in order to achieve optimal work results or performance at PCC.

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