

THE ROLE OF ORGANIZATIONAL COMMUNICATION TO HANDLE CONFLICT

(Case study of *Mixed-Use Building* in the Engineering Department at The Rich Jogja Hotel and Jogja City Mall)

Dyaloka Puspita Ningrum⁽¹⁾, Muhamad Husen Mussahada⁽²⁾, Syakdiah⁽³⁾

Communication Science, Universitas Widya Mataram Yogyakarta^{(1), (2)}

Administration Public, Universitas Widya Mataram Yogyakarta⁽³⁾

Jalan Mangkubumen KT III/237 Kraton Yogyakarta

Email: dyalokapuspita@yahoo.co.id⁽¹⁾, husenmussahada@gmail.com⁽²⁾,
syakdiah8@gmail.com⁽³⁾.

Submitted: 3 February 2023, Revised: 5 January 2024, Accepted: 12 January 2024, Available: 31 January 2024

ABSTRACT:

Keywords:

Organizational
Communication;
Conflict;
The Rich Jogja
Hotel and Jogja
City Mall.

The Rich Jogja Hotel and Jogja City Mall are subsidiaries of PT. Garuda Mitra Sejati (GMS). This hotel and mall are unique because they carry the concept of a mixed-use building, which turned out to cause many problems, including (1) electricity, (2) evacuation routes, and (3) plumbing. This research uses a qualitative case study method to determine the role of organizational communication in handling conflict in engineering departments at The Rich Jogja Hotel and Jogja City Mall through concepts of mixed-use buildings. The research results show that intensive communication has been carried out by the hotel, mall, and holding teams, such as organizing open forums or sharing sessions with employees. Even in handling problems, company leaders still do not involve all parties, but only those relevant to the conflict.

Introduction

Along with the times and dynamic lifestyle, property development is also increasing. So, it significantly influences the creation of various technologies and architectural styles that emerge from property developers' creative thoughts and expressions. One of the destination areas for property developers is the Special Region of Yogyakarta (DIY). In total, there are four districts and one city in DIY.

The province's long-term goal is to make DIY one of the best tourist destinations in Southeast Asia by 2025, given the potential for tourism to contribute to economic growth by providing valuable new insights into local culture and nature, as well as by ensuring the long-term viability of the tourism economy, (*on the official DIY Regional Government website*). This is also one of the factors in the growth of property in the gudeg city. Property developers compete to build property units in DIY in various sizes and models by offering technology, innovation, and creativity in building model design, including The Rich Jogja Hotel and Jogja City Mall (JCM), officially established in 2012.

The Rich Jogja Hotel and JCM are subsidiaries of PT. Garuda True Partners (GMS) (*on the official website of PT. Garuda Mitra Sejati*). Where PT. GMS is a well-known property development company in the Special Region of Yogyakarta. This company oversees several hotels and malls across Sleman Regency and Yogyakarta City. The presence of The Rich Jogja and JCM is unique because it carries the concept of a *mixed-use building*, where a building accommodates several functions at once.

These functions include commercial facilities in hotels, malls, offices, banking, recreation areas, cinemas, restaurants, parking, and campuses (Zainuri & Sudarwani: 2020). Several operating companies in the building, such as Teleperformance, KPK Tipikor, and SIMCorner, make it easier for people to extend their driving license without having to go to the nearest POLRES. However, it is indeed a building that carries a mixed-use concept, causing many problems. Some of the issues themselves include (1) electricity, (2) evacuation routes, and (3) *plumbing* (Purnomo & Septanti, 2021).

In large buildings such as hotels and malls, two sources of electrical energy are often used: PLN (the state electricity company) and generators. The main priority is to use sources from PLN as a backup energy source in case of a PLN outage (Juliansyah, 2019). In a building, electrical energy is needed because many electronic items need electricity, such as elevators, *air conditioners* (AC), lights, computers, and so on.

Uniquely, this building is the only hotel and mall in 1 building in the DIY area, located at Jalan Jogja Magelang Km. 06 No.18, Kutu Patran, Sinduadi, Mlati, Sleman, Yogyakarta, with 22 floors. The Rich Jogja Hotel has 473 rooms, 17 meeting rooms, one imperial ballroom, and several other supporting facilities, such as two pools, a spa, a gym, and a lounge. Meanwhile, JCM has several well-known tenant-tenants, such as Hypermart, Matahari, Pizza Hut, and Time Zone. Apart

from that, this mall also has other facilities, namely an ATM platform, prayer rooms, and toilets on each floor, which are easily accessible to visitors.

Therefore, a contractor must also comply with relevant codes and guidelines to build public facilities that comply with public safety standards also expressed (Fattah *et all*, 2017) that the evacuation route is one of the following important factors that must be considered in constructing the building so that the public can still find the correct and clear instructions/directions, especially when emergencies arise such as earthquakes, fires or terrorist attacks and other conditions. Undesirable.

Figure 1. Electrical panels at JCM and The Rich Hotel and Mall Evacuation Routes



Source: Personal Documents of the Research Team, accessed in 2022

Not only that, but the system plumbing at The Rich Hotel and JCM still needs to improve, even though their function is also vital. According to Suryajaya (2015), *plumbing* is a system of supplying or releasing water to desired areas without any disturbance or pollution to the areas in its path. The goal is to meet the water needs of residents. A problem that frequently arises in both locations is leaks, whether from clean water pipes or dirty water; this will certainly pollute the environment, and leaks will make visitors or people around them feel uncomfortable.

Figure 2. Hotel Drainage Leaks



Source: Personal Documents of the Research Team, accessed in 2022

The following problems in hotels and malls include overloaded electricity, blocked drainage channels, leaks, and obstacles to access for visitors or guests, resulting in physical conflicts that directly touch the Department of Engineering from hotels and malls. *Engineering* is part of maintaining and caring for a building as a subsidiary of PT. Therefore, Garuda Mitra Sejati (GMS) prioritizes a constant organizational communication process to enable the exchange of information, thoughts, and experiences between members of the two companies.

In this case, communication management within an organization must also be optimized to overcome various misunderstandings or differences of opinion to maintain the organization's ability to achieve previously established goals. The roles of leaders and organizations must be distinct from one another. An organization must have a leader to run well; conversely, a leader who is not part of the organization is useless.

Leaders must be responsible for an organization. Whether a company is good or not depends on the leader (Rinawati, 2021). This is also what The Rich Jogja Hotel and JCM need, especially in overcoming several problems related to technical matters in the field and the communication process between employees, using a conflict management approach as an analytical tool in this research. In principle, conflict is one of the values of human life and development, which has various characteristics. Conflict arises in 3 places: personal conflict, group conflict, and organizational conflict (Winardi, 2007).

The existence of conflict itself only requires a good resolution because if the conflict is managed correctly, it actually turns into a new, much more significant force in creating innovation and new potential for the development of an organization.

One way to resolve a conflict is through conflict management. Dono in David (2009) explains that conflict management is the steps perpetrators and third parties take to direct disputes toward certain results, which may or may not result in conflict resolution. Besides that, it may or may not result in positive things, calm, consensus, creativity, or even aggression.

Conflict management aims to develop and maintain cooperative cooperation between all parties involved in the conflict, including superiors, subordinates, teammates, and even outside parties. Thus, various possible conflict management models are proposed to improve performance and productivity in an organization, and this implementation model begins with a series of planning, implementation, and evaluation stages (Pido, 2017).

Method

This research uses qualitative methods with a case study/ *case study research*. A qualitative approach is also one where the research procedure produces descriptive data in the form of written or spoken words from the behavior of the people being observed (Suyigono, 2013). Meanwhile, the case study approach focuses on one example/case of a phenomenon and collects information about that example using various methods. In this case, the data that will be collected regarding the role of organizational communication in handling conflict at The Rich Jogja Hotel and JCM is related to its existence in the mixed-use building concept.

Data collection techniques in this research were carried out using observation, interviews, documentation, and literature study. To continue testing the final results through parties considered credible so that researchers can prove the validity of the data and information collected based on truth. Then, the selection of informants in this research also used purposive techniques based on specific criteria that can provide data and information needed by researchers in the field, including (1) key informants, namely AP as chief *engineering* at The Rich Jogja Hotel. He is a very influential person in the department and knows quite a lot about the conflict. (2) The main informant, namely with the initials BS. He is one executive *assistant manager* (EAM) at The Rich Jogja Hotel. BS also represents the general manager who knows in detail the problems that occur in these two companies. The next (3) control informants, namely with the initials S as

supervisor *engineering* at The Rich Jogja Hotel and initials A as supervisor at JCM. In practice, the roles of these two parties are often directly involved in the field to resolve several problems that arise.

Result and Discussion

Based on the findings of researchers in the field and through interviews mentioned by one of the critical research informants, there are serious technical problems with the two companies, namely regarding leaks from hotels to malls, especially from electricity that is often overloaded. This problem occurs because during the initial construction of the building, contractors who were experts in their fields were not used but instead were built by artificial contractors holding (PT.GMS), and ironically, this problem has dragged on for a long time and has not been resolved until now.

Although the hotel and the mall have attempted intensive communication, this includes communicating with other parties. In this case, they have proposed several materials and equipment to solve this problem. However, the financing factor is still the main obstacle in determining an effective solution to this problem.

Apart from that, the COVID-19 pandemic has dramatically impacted the movement of the hotel and mall business world. Also, based on the words of the main informant in this research, who has worked for seven years at The Rich Hotel, he explained again that another problem that often occurs is power outages due to excessive load. There are still doors between the hotel and the mall on the evacuation route. It is locked and cannot be used during emergencies, especially. Even in 2020, there were several leaks in the mall, including attendant May Star Restaurant, due to a drainage leak in the kitchen hotel and rainwater discharge in the outdoor hotel.

The COVID-19 pandemic moment is also the right time to improve hotel and mall buildings because there are few visitors. Still, the company's unstable finances have again made hotel and mall management agree to invite holding go around the building to see and review the condition of the two buildings.

Another vital piece of information was conveyed by a control informant in this research, who, according to his account, said that the tower buildings (hotels and malls) had only been built recently. Looking back, the absence of a consultant's role in managing the company meant that problems often arose in this building. Various concrete steps, such as instructions/orders from

superiors, have generally also been implemented to resolve issues; for example, officers are asked to patch the hotel kitchen drainage with cement so it does not leak and spread to the mall route. However, it cannot be denied that several officers found it difficult to overcome the power outages in these two places, considering that the electrical panel between the hotel and the mall was on the 10th floor while the office engineering was there. Again and again, technical problems reappear related to leaks in the drainage kitchen hotels and rainwater drainage lines in Sky Garden (*outdoor* area hotel).

The Concept of Organizational Communication in Efforts to Handle Conflicts in the Mixed-Use Building Case at The Rich Jogja Hotel and Jogja City Mall

Organizations consist of several individuals, each holding a particular position or function. These people create and exchange messages along channels known as communication networks. In its organizational function, PT.GMS also strives to meet the basic needs of hotels and malls. In facing the various obstacles that befall these two places, hotels and malls need a job *desk* individually and a straightforward Standard *Operating Procedure* (SOP) so that the two companies themselves will not blame each other later.

This is also related to the social structure in organizational communication elements. Apart from that, another urgency concerns the effective use of technology, even though the work system at PT. Garuda Mitra Sejati, the organizational structure is quite good. Several analyses by researchers in Lapanfan are similar because each part of the organization has its duties. Management regularly holds meetings every week. Even though there are many branches, leaders hold meetings with divisions only using video *calls*. So, modern communication technology has been chosen as part of the organization's communication support facilities in the current era. The Rich Jogja Hotel and JCM are very aware that strategic communication within the company must be built strongly to ensure openness in the internal sector to prevent future crises.

Case Conflict Mixed-Use Building At The Rich Jogja Hotel and Jogja City Mall

Conflict can be beneficial or even detrimental depending on how it is resolved or managed. According to the analyzed situation, there is antagonism between groups. Department Engineering The Rich Jogja Hotel and JCM often clash with each other because each group tries to achieve its

respective group goals. The Rich Jogja Hotel and JCM are examples of mixed-use buildings. This results in complications and conflicts. A conflict can arise because there are underlying conditions (*antecedent conditions*).

When viewed from the configuration of the building layout in 1 a mixed-use *building*, The Rich Jogja Hotel and JCM are included *Multi-Towered Megastructure*. There are two towers, and the bottom is 1, namely the basement, which is used for parking visitors' vehicles in hotels and malls. However, even in this research, the two companies attempted to resolve the problems that arose by negotiating, including with other parties. Apart from that, both parties also collaborate technically in the field, installing electrical cables and membranes so that no more leaks arise. The tools used are those from hotels and malls. On the one hand, this is relatively cost-effective when compared to calling other parties from outside vendors.

Conflict Management in Cases Mixed-Use Building At The Rich Jogja Hotel and Jogja City Mall

Implementing conflict management at The Rich Jogja Hotel and JCM is crucial and must be well-planned because it plays a role in resolving problems that arise within the organization. Conflict management (Rusdiyana, 2015) involves actions and reactions between actors and outside parties. Conflict management includes a process-oriented approach focusing on communication (including behavior) from actors and external parties and how they influence interests and interpretations.

Here, conflict management in the Engineering Department of The Rich Jogja Hotel and JCM's first engineering department is planning. This initial stage is carried out by identifying problems involving the hotel or mall. The method is that both parties go directly to the field to find the source of the problem. The next stage is problem analysis. This analysis is carried out to determine the priority scale that must be worked on first. Next is implementation. In implementation, we also consider the materials that are already available. For the final stage, namely carrying out an evaluation, the evaluation itself will involve The Rich Jogja Hotel and JCM, as well as PT. Garuda Mitra Sejati is the manager who oversees the two companies. Minimizing problems at the research location cannot be separated from the figure of a leader—owner of PT. Garuda Mitra Sejati is considered a figure who should be able to control everything that happens in all its business units so that employees can carry out their duties

properly and correctly because the organization's existence is inseparable, namely as a business partner connected with many businesses within it.

(1) Planning

It is hoped that the role of company leaders will be able to build basic things, for example, having much better downward communication and learning things related to the nature of individuals as employees who work in the company. Why is that? When problems arise, leaders sometimes involve only all of their subordinates in planning, but only employee representatives based on relevant needs, or only involve selected dispute participants. This argument aligns with what was put forward by crucial research informants. However, in the future, to manage problems within the organization, leaders need to organize more open forums or quite intense sharing sessions with employees.

(2) Application

So that conflict management can be implemented effectively in the company and so that the operations of the two places can run smoothly, all parties involved, including company leaders, unit heads, and all other related parties, must continue to work together. Even though it is implemented at PT Garuda Mitra Sejati, there are still areas for improvement, such as business leaders who need to interact more effectively with other unit leaders. Here, too, collaboration can be optimized by involving stakeholders with different powers.

(3) Evaluation

Evaluation should be needed to determine if conflict management produces a productive or destructive process. According to Pratiwi et al (2022), conflict in organizations is referred to as *The Conflict Paradox*, namely the belief that, on the one hand, conflict is believed to improve group performance, while on the other hand, most groups and organizations try to reduce conflict. In the context of conflict between departments *engineering* The Rich Jogja Hotel and departments *engineering* JCM, conflict is inevitable because they are physically housed in the same building. However, evaluation steps need to be strengthened using face-to-face communication to reduce negative impacts that could arise at any time. PCompany management can provide a list of evaluations that will be

carried out to employees, which will then be discussed directly. Meeting face-to-face will make interaction between the evaluated employee and the company more effective. Both parties can express and convey problems, listen to each other, and even provide input.

Besides, This evaluation is not only used to improve how employees work and resolve conflicts that arise. On the other hand, work evaluation can also be used to give awards to company employees who excel and provide good work performance. By giving awards to employees, they will feel more appreciated by the company. It can motivate other employees to work harder and feel the appreciation shown by the company in the future.

Conclusion

Overall, Department Engineering Hotels and malls have implemented organizational communication through an intensive communication process that has begun to be built by the hotel and mall teams and parties. Even in management, technical problems continue to be encountered in both companies because they cannot be separated from budget limitations in solving them. Two-way communication patterns need to continue to be built in the development of PT. Garuda Mitra Sejati is in an increasingly competitive era. As an open system, an organization must also interact with the external environment, such as technological changes, economic conditions, political forces, or social situations. On the other hand, the commitment and integrity of organized leadership also influence the communication and organizational climate being run. The conflict management approach in handling conflicts in hotels and malls still needs to be reviewed and improved, especially in the form of constructive policies.

References

- David, Fred R. 2009. *Strategic Manajemen*, Diterjemahkan oleh Dono Sunardi dengan judul, *Manajemen Strategi Konsep*. Jakarta: Salemba Empat.
- Fattah, M. A., Afifuddin, M., & Munir, A. (2017). Evaluasi Jalur Evakuasi Di BAPPEDA Aceh. *Jurnal Teknik Sipil*, 6(2), 195-204.
- Juliansyah, A. (2019). *Analisis Konsumsi Daya Listrik Pada Saka Premiere Hotel Medan* (Doctoral dissertation).

- Pemda Diy. 2022. DIY Jadi Tujuan Wisata Terkemuda Asia Tenggara. <https://jogjaprovo.go.id/berita/2025-diy-jadi-tujuan-wisata-terkemuka-asia-tenggara>. Diakses 23 Agustus 2022.
- Pido, Siti Asiah T. Manajemen Konflik: Teori Dan Aplikasi. Jakarta: Pustaka Cendekia, 2017.
- Pratiwi, A. D., Harahap, I., & Madhani, V. (2022). Konflik Dalam Masyarakat Global. *Education: Jurnal Sosial Humaniora Dan Pendidikan*, 2(2), 80-88.
- PT.Garuda Mitra Sejati. 2021. Company Profile. <https://www.garudamitrarsejati.com>. Diakses 10 Juli 2022.
- Purnomo, A. D. A., & Septanti, D. (2021). Perancangan Mixed-Use Building dalam Kawasan Central Business District. *Jurnal Sains dan Seni ITS*, 9(2), G52-G57.
- Riinawati, R. (2021). Pengantar Teori Manajemen Komunikasi dan Organisasi.
- Romli, K. (2011). *Komunikasi organisasi lengkap*. Gramedia Widiasarana.
- Rusdiana, A. (2015). Manajemen Konflik, Bandung: CV. Pustaka Setia.
- Sugiyono, D. (2013). Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D.
- Suryajaya, A. (2015). Mixed-Use Building di Kota Pontianak. *JMARS: Jurnal Mosaik Arsitektur*, 3(2).
- Winardi, J. (2007). Manajemen Konflik (Konflik Perubahan dan Pengembangan). Bandung: Bandar Maju.
- Zainuri, S. R., & Sudarwani, M. M. (2020). BANGUNAN DENGAN FUNGSI MALL, APARTEMEN, HOTEL DAN KAMPUS DI SEMARANG (MIXED USE BUILDING (MALL, APARTEMENT, HOTEL AND CAMPUS) IN SEMARANG). *Journal of Architecture*, 6(1).