



Conflict management to strengthen commitment in the IMPP (*Ikatan Mahasiswa Pelajar Pemalang*) organization

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ABSTRACT

Background: This study analyzes conflict management strategies to strengthen member commitment within the regional student organization Pemalang Student Association/*Ikatan Mahasiswa Pelajar Pemalang* (IMPP). Conflicts in organizations often arise from differences in perception, goals, and communication styles among members. **Methods:** This research employed a qualitative approach using a case study method to explore the types of conflict, communication processes, and conflict management strategies implemented within IMPP. Data were collected through in-depth interviews and document analysis, focusing on members from different generations within the organization. **Findings:** The study found that conflicts in IMPP include interpersonal conflicts, inter-cohort conflicts, and individual internal conflicts. The main contributing factors are senior dominance over juniors, lack of openness, and differing communication styles. The organization employs various conflict management strategies such as avoidance, accommodation, compromise, and collaboration. Among these, collaboration proved to be the most effective in creating mutually beneficial solutions and strengthening inter-member relationships. Inclusive and empathetic communication styles play a key role in reducing tensions and enhancing member commitment. Commitment is reflected in active participation in organizational activities, involvement in decision-making, and willingness to cooperate toward common goals. **Conclusion:** The findings indicate that appropriate conflict management strategies can create a harmonious organizational environment and enhance member commitment, leading to more effective and productive operations. **Novelty/Originality of this article:** This study contributes to the development of both theory and practice in conflict management within student organizations, highlighting the importance of collaborative strategies and inclusive communication in fostering sustainable organizational commitment.

KEYWORDS: conflict management; member commitment; pemalang student association.

1. Introduction

Communication is a process that must be carried out by individuals within an organization, both at the internal and external levels, as well as in interpersonal and intragroup contexts. To ensure that the communication process in an organization can run effectively, it is important to avoid barriers that may hinder the achievement of organizational goals. However, communication failures often occur, which can lead to problems and conflicts. These problems can arise in various types of organizations, including Universitas Islam Negeri Walisongo Semarang and the regional organization Pemalang Student Association/*Ikatan Mahasiswa Pelajar Pemalang* (IMPP). One of the problems faced is the lack of openness and mutual understanding among members of the

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organization, which affects the efficiency of the communication process. Openness is a crucial element in the communication process, especially in building relationships between individuals in an organization. With openness, individuals can understand each other's characteristics and personalities, allowing for the creation of harmonious and productive relationships.

In an organization, conflict is something that cannot be avoided and can arise from various factors, such as differences in goals, values, or ineffective communication. Therefore, appropriate strategies from management are needed to manage conflict effectively in order to strengthen the commitment of members to the organization. Effective conflict management not only focuses on solving problems but also on efforts to build harmonious relationships among members. Based on research, strategies such as collaboration and compromise have been proven to improve communication and mutual respect among team members. This will ultimately strengthen their commitment to shared goals within the organization. By understanding and implementing various conflict management strategies, organizations can create a more harmonious and productive work environment (Alharasees et al., 2021; Laila et al., 2024; Wartini, 2016).

Based on interviews with several members and the Head of the IMPP, Fakhri stated that the stubbornness shown by some individuals in the organization was due to the dominance of various political parties. This created tension and hindered effective communication among members. In addition, Ilkam, one of the members of IMPP, had experienced disputes with several other members due to uncertainty shown by other members in providing commitments when needed in organizational activities. This situation resulted in a lack of suitable members to participate, making it impossible for organizational activities to be carried out optimally. This uncertainty became one of the inhibiting factors that could not be clearly identified. Disputes occur not only between individuals or within oneself but can also be caused by intergenerational inequalities, which result in a lack of harmonious interaction between generations. Sharla, one of the members, stated that conflicts often arise due to differences between divisions, in which the senior generation tends to dominate the junior generation.

One of the barriers to the communication process is a person's position within an organization. A leader often conveys information in general terms to subordinates, assuming that they understand the meaning of the message. In addition, emotional factors, whether originating internally or influenced externally, can also make communication ineffective. When experiencing strong emotions, a person may use inappropriate words. For example, a superior may sometimes give certain nicknames, which are then interpreted differently by subordinates.

In the context of university senior students, whether individually or in groups, they should be able to convey messages effectively and create a sense of security for their juniors so that they feel comfortable interacting and expressing opinions. However, it is not uncommon for a superior to feel entitled to use inappropriate language and place demands on subordinates based on the assumption that the organization is unproductive. On the other hand, subordinates often feel anxious when their opinions are rejected because they view their position as subordinate. If this communication fails, subordinates will feel uncomfortable and reluctant to continue further interaction. This situation can create conflicts that disrupt the interaction process within an organization.

If conflicts are not resolved adequately, they can lead to negative consequences, such as the loss of personal commitment to the organization. Commitment is the willingness to work hard and dedicate energy and time to a task or activity (Wayan, 2015). Commitment is a form of a person's willingness to achieve personal goals and a collective vision, demonstrated by devoting considerable energy, time, and thought to achieving them. If members do not feel attached to the organization, they will not be willing to continue participating in the process of achieving both organizational and individual goals, as has occurred in the Ikatan Mahasiswa Pelajar Pematang.

Conflicts within organizations must be addressed in specific ways that benefit both parties. The conflicting parties must have strategies and reach mutually beneficial decisions.

To prevent the collapse of the organization due to conflict, strategies for managing it are necessary. In any relationship, communication strategies are important, especially within organizations. Organizational leaders need to be aware of the various types of conflicts, as the choice of conflict management approach will differ depending on the situation (Moleong, 2009).

Based on the background described, this study focuses on three main research questions: the communication processes that occur in the Pemalang Student Association organization, the types and forms of conflicts that arise within the organization, and effective conflict management strategies to address these problems to ensure the achievement of organizational goals. This study aims to describe the communication processes within the Pemalang Student Association organization, identify the types and forms of conflicts that occur, and explore effective conflict management experiences in maintaining organizational commitment to achieve shared goals. The benefits of this study include contributing to knowledge and literature in the field of organizational communication, particularly regarding the causes and impacts of miscommunication in organizational settings, providing an academic contribution to the development of organizational communication theory through application to real cases, and offering useful insights for organizations, especially regional organizations such as the Ikatan Mahasiswa Pelajar Pemalang.

2. Methods

This study employed a qualitative approach utilizing descriptive data to understand social phenomena through narratives and interviews (Waruwu, 2023). A qualitative case study served as the primary method, enabling an in-depth analysis of a specific case, namely conflicts within the regional organization Pemalang Student Association/*Ikatan Mahasiswa Pelajar Pemalang* (IMPP) at the Universitas Islam Negeri Walisongo Semarang (Widhagdha & Ediyono, 2022). The research subjects included the chairperson and management members of IMPP, while data were collected through participant observation, unstructured interviews, and documentation (Ardiansyah et al., 2023; Mania, 2008; Nashrullah et al., 2023; Siregar et al., 2023; Umam & Zulkarnaen, 2022). Participant observation allowed the researcher to engage directly in the situation, whereas unstructured interviews provided flexibility to explore respondents' perspectives in depth.

Data analysis was conducted descriptively in three stages; data reduction, data presentation, and conclusion drawing (Sugiyono, 2016). Data reduction involved filtering important information, data presentation included the use of tables or graphs to facilitate understanding, and conclusion drawing was supported by additional evidence. This technique ensured that data were well-organized and offered a deep understanding of the phenomenon under study, including relevant patterns and themes. This approach allowed the researcher to understand the issues holistically based on participants' perspectives and experiences.

3. Results and Discussion

Etymology and terminology shape the definition of communication. Loudna, in her study, states that the term originates from *communicare* (to participate or to give information) and *communis* (common opinion). Raymond S. Ross, in *Introduction to Communication Theory*, explains that "communication" comes from the Latin *communis*, meaning "to make common." Communication is defined as the process of delivering messages to align perceptions or meanings between the sender (communicator) and the receiver (communicant) (Subhan, 2022).

Communication experts have diverse perspectives on this term. Forsdale, Hovland, Janis, and Kelly define communication as the process of transmitting stimuli, usually verbal, to influence the behavior of others. Communication can be described with the question:

“Who says what, through which channel, to whom, and with what effect?” Meanwhile, John B. Hoeven emphasizes that communication must produce an impact, namely the verbal exchange of ideas and thoughts. Although communication is essential in daily life, its definition remains difficult to agree upon. Human interaction, which demonstrates the need for mutual assistance, affirms that humans are social beings who require support from family, relatives, or friends throughout life (Syaroh, 2020).

During the communication process, the communicator delivers a message to the communicant with the aim that the communicant understands the meaning intended by the communicator. What is important in this process is that the message received by the communicant is consistent with the intent and meaning intended by the communicator. Many components can influence how well communication proceeds (Maier et al., 2021). By examining communication models, we can better understand the components influencing the communication process. One of the most well-known models is the communication model formulated by Harold D. Lasswell, which states: “Who, through which channel, and with what effect?” This model explains that communication involves five key elements; (1) the sender, (2) the message content, (3) the channel through which the message is communicated, (4) the recipient of the message, and (5) the impact or effect caused by the message. Experts regard this model as one of the oldest and most influential communication models (Vardhani, 2019).

From the discussion above, it can be concluded that for effective communication to occur, the message received by the communicant must match the communicator’s intent. Using the five main components (sender, message content, channel, receiver, and effect), Harold D. Lasswell’s communication model facilitates understanding of this process. Mattis and Jackson describe an organization as a social group in which each member interacts uniquely, so that each member has specific roles and responsibilities. To distinguish it, the group has clear goals and boundaries. Lewis A. Allen describes an organization as a process of identifying and grouping the work to be done, assigning authority, and distributing responsibilities so that people can work together effectively to achieve objectives (Putri & Yusuf, 2022).

An organization can be defined as a consciously organized social unit, with relatively clear boundaries, functioning continuously to achieve specific goals. It can also be defined as a structural system accommodating individuals with organized functions and responsibilities to achieve common objectives. According to Ferland (Handyaningrad, 1985), an organization has several characteristics, namely; (1) the presence of an identifiable group of people, (2) various distinct but interrelated activities (interdependent parts) that form a corporate entity, (3) each member contributing their energy and effort, (4) the existence of authority, coordination, and supervision, and (5) the existence of goals to be achieved (Sahadi, 2022).

John M. Pfiffner and S. Owen Lane describe an organization as a process in which individuals or groups associate the work they do with the authority they need to carry it out. Tasks are arranged in such a way as to enable efficient, orderly, proactive, and well-coordinated execution. According to Tran, as cited in Asir et al., collaborative leadership behavior has become more common recently to enhance employees’ roles and productivity within organizations. At a certain level, such leadership results in corporate success and employee satisfaction. In this context, collaboration means mutual support and reinforcement, leading to reciprocal motivation. If leadership can actively manage members and achieve organizational goals, their actions are considered successful.

An organization must have achievable objectives. Goals can be evaluated from various elements, such as the methods, paradigms, and programs implemented by employees to accomplish tasks. The *Kamus Besar Bahasa Indonesia*/Big Indonesian Dictionary (KBBI) defines “goal” as a desired path or something to be achieved, which can also mean a wish. This understanding indicates that a goal is not the only endpoint; it implies the possibility of future improvement. Optimal performance is necessary to enhance these conditions. Performance provides an outline of the objectives to be achieved by an organization, group, or individual (Putri et al., 2022).

Table 1. interview results

Source person	Questions	Answers
M.F.Z. (Chairperson of IMPP for the 2024/2025 term)	How often do conflicts occur in IMPP organizations?	Conflicts within IMPP itself can be said to occur quite frequently.
	What types of conflicts typically occur (e.g., conflicts between members, conflicts between departments, etc.)?	As for the types of conflicts, they are quite varied. Sometimes there are individual conflicts that are brought into the organization, sometimes there are disputes between management regarding differences of opinion or concepts when organizing events, and often there are conflicts between generations and sometimes between seniors, so that these conflicts sometimes cause members to lose motivation to get involved again, compounded by their busy schedules in other organizations.
	What is the first step usually taken when a conflict arises in this organization?	The first step I took was to mediate the issue and then discuss it with the management to find a solution.
	Who is usually responsible for resolving conflicts?	Of course, I am fully responsible as the chairperson of IMPP for the term I am serving.
	What method is most often used to resolve conflicts?	Of course, because IMPP is a regional organization based on kinship, when we encounter problems, we usually resolve them through dialogue or deliberation with the management to solve the problem.
	How does conflict affect member commitment?	It is clear that conflicts occurring within the organization or outside it will affect the commitment of members to the organization's performance.
	What strategies does the organization employ to maintain member commitment despite conflicts?	In order to maintain member commitment despite existing conflicts, we usually hold regular meetings such as monthly meetings and discussions to maintain good communication and minimize miscommunication.
	Do you feel that existing conflicts can strengthen members' commitment? If so, how?	It depends. The existence of conflict actually increases the commitment of members to continue participating in IMPP. Usually, such members consider conflict to be a normal part of an organization. On the

I.M.
(IMPP Member)

Do you have any suggestions for improving members' commitment to dealing with conflict?

Are there any training courses or programs that you think are necessary to improve conflict management skills at IMPP?

Have you ever experienced or witnessed conflict at IMPP? If so, can you describe the type of conflict that occurred?

What do you think is the main cause of the conflict?

How does the conflict affect your relationship with other members?

When conflicts arise, do you feel involved in the resolution process?

In your opinion, is the way the organization handles conflicts appropriate? Why?

Who usually takes the lead in resolving conflicts?

What keeps you committed to IMPP despite past conflicts?

other hand, there are also members who consider conflict within the organization to reduce its performance and view IMPP as a problematic regional organization, causing members to become indifferent and simply go with the flow.

My advice is to maintain good communication, such as organizing joint pilgrimages, visits, futsal activities, etc., to maintain warm communication within IMPP.

Yes, of course there are, such as sharing with IMPP seniors and holding leadership workshops like the one held in Bantarbolang Village yesterday.

Yes, of course I see conflicts occurring within IMPP, as I myself have experienced conflicts with several other members due to differences in perception regarding an activity carried out within the organization.

The main cause is usually differences of opinion exacerbated by the selfishness of individuals who feel that they themselves are always right.

Of course, conflicts will affect other members. For example, I sometimes feel reluctant to communicate with other members when there is a conflict.

In resolving conflicts, I still feel involved because IMPP continues to uphold the values of a family-based organization.

In my opinion, IMPP's approach to resolving or addressing issues is appropriate, because the chairperson and the management resolve issues through deliberation.

It is certain that the person who will take on the role of resolving the conflict is the current chairperson of IMPP.

Because IMPP is an organization that I consider to be flexible and because it is also a regional organization, IMPP also upholds the value of kinship.

M.F.A.
(IMPP Member)

How does the conflict affect your enthusiasm or motivation to contribute to the organization?

Yes, the conflicts that arise sometimes make me feel reluctant to continue the process, but at other times they actually motivate me to keep going because they represent a commitment to take responsibility for whatever happens.

Do you feel supported by the organization when dealing with conflicts? If so, what form does that support take?

Yes, I feel that IMPP always supports me when I face a conflict. This support usually takes the form of motivation and sometimes provides a solution.

If there were training or programs on conflict management, would you be willing to participate?

Of course, I am willing to participate in such activities, such as the workshop held by IMPP.

Have you ever experienced or witnessed conflict at IMPP? If so, can you describe the type of conflict that occurred?

I once witnessed a conflict between senior and junior members regarding the division of tasks during a major event. The seniors felt that the juniors lacked commitment, while the juniors felt that the tasks assigned to them were unfair.

What do you think is the main cause of the conflict?

In my opinion, the main cause of conflict is differences of opinion in decision-making, especially when determining the priorities of organizational activities.

How does the conflict affect your relationship with other members?

The conflict made my relationship with some members less harmonious. We became awkward working together as a team.

When conflicts arise, do you feel involved in the resolution process?

Yes, I feel involved in the conflict resolution process. We usually hold joint discussions to find solutions.

In your opinion, is the way the organization handles conflicts appropriate? Why?

In my opinion, the way the organization handles conflicts is appropriate. Usually, there are open discussions involving all parties concerned, so that issues can be resolved fairly.

Who usually takes the lead in resolving conflicts?

Usually, administrators, especially the chairperson or vice chairperson, take the lead in resolving conflicts.

What keeps you committed to IMPP despite past conflicts?

I remain committed because I believe in the organization's goal, which is to strengthen the relationship between students and scholars from Pemalang.

How does the conflict affect your enthusiasm or motivation

Despite the conflict, I feel that it is a challenge that must be

M.T.P
(IMPP Member)

to contribute to the organization?

Do you feel supported by the organization when dealing with conflicts? If so, what form does that support take?

If there were training or programs on conflict management, would you be willing to participate?

Have you ever experienced or witnessed conflict at IMPP? If so, can you describe the type of conflict that occurred?

What do you think is the main cause of the conflict?

How does the conflict affect your relationship with other members?

When conflicts arise, do you feel involved in the resolution process?

In your opinion, is the way the organization handles conflicts appropriate? Why?

Who usually takes the lead in resolving conflicts?

What keeps you committed to IMPP despite past conflicts?

How does the conflict affect your enthusiasm or motivation to contribute to the organization?

Do you feel supported by the organization when dealing

faced, so I remain enthusiastic about working with other members.

Yes, I feel supported. The administrators always provide moral support, especially by listening to complaints and offering constructive advice.

Yes, I am very willing to participate in training or programs on conflict management. I feel that it will be very helpful in improving my skills in solving problems more effectively.

I once witnessed a conflict between senior and junior members regarding the division of tasks during a major event. The seniors felt that the juniors lacked commitment, while the juniors felt that the tasks assigned to them were unfair.

Conflicts often arise due to a lack of togetherness and solidarity among members, especially when there are smaller, more dominant groups. There is a sense of unease because some members still harbor resentment after the conflict.

Sometimes I get involved, especially if the conflict involves my team or department. However, for larger conflicts, usually only the management resolves them.

The organization handles conflicts quite well, but there is still room for improvement, especially in involving more members.

Sometimes conflicts are left unresolved because no one dares to take the lead.

I remain committed because I feel responsible for the tasks I have taken on, even though the conflict makes me feel uncomfortable.

The impact depends on how the conflict is handled. If it is resolved well, I remain enthusiastic. But if not, my enthusiasm wanes.

I feel supported, but it depends on who is involved in the conflict. Sometimes

A.W.P (IMPP Member)	with conflicts? If so, what form does that support take?	administrators are quicker to provide support if the person involved is a senior member.
	If there were training or programs on conflict management, would you be willing to participate?	I may be willing to attend training, but I want to make sure that the training is relevant and does not interfere with my schedule.
	Have you ever experienced or witnessed conflict at IMPP? If so, can you describe the type of conflict that occurred?	There is conflict within my department team because some members are often absent from meetings, causing tension with other members.
	What do you think is the main cause of the conflict?	Conflicts often arise because members have personal interests or priorities that differ from the organization's goals.
	How does the conflict affect your relationship with other members?	The conflict made my relationship with some members less harmonious. We became awkward working together as a team.
	When conflicts arise, do you feel involved in the resolution process?	I was never asked for my opinion or given the opportunity to participate in resolving the conflict.
	In your opinion, is the way the organization handles conflicts appropriate? Why?	The organization handles conflicts quite well, but there is still room for improvement, especially in involving more members.
	Who usually takes the lead in resolving conflicts?	If a conflict arises within a particular team, it is usually the team leader who takes the lead.
	What keeps you committed to IMPP despite past conflicts?	I remain committed because I feel responsible for the tasks I have taken on, even though the conflict makes me feel uncomfortable.
	How does the conflict affect your enthusiasm or motivation to contribute to the organization?	Conflict makes the work environment uncomfortable, and it greatly affects my enthusiasm for participating in organizational activities.
	Do you feel supported by the organization when dealing with conflicts? If so, what form does that support take?	The management is more focused on resolving administrative issues and provides less support to members involved in conflicts.
	If there were training or programs on conflict management, would you be willing to participate?	I will consider participating in the training, depending on how the program is run and the benefits I can gain from it.

Based on the Table 1, this study reveals various conflicts within the Pemalang Student Association (IMPP), including interpersonal conflicts, inter-cohort conflicts, and individual internal conflicts. Interpersonal conflicts often arise due to differences in perception and communication styles, while inter-cohort conflicts are triggered by senior dominance over juniors. Individual internal conflicts are largely caused by discrepancies between

expectations and reality, which reduce members' motivation to be actively involved in the organization. This situation illustrates the importance of effective conflict management in maintaining organizational stability and member commitment.

The interview findings also indicate that conflict management strategies implemented within IMPP, such as dialogue, deliberation, and collaboration, have been effective in resolving issues. Respondents emphasized the importance of familial values in conflict resolution. However, challenges remain in ensuring that all members feel supported and engaged in the resolution process. Inclusive communication processes and strengthened openness are crucial elements in alleviating conflicts and enhancing relationships among members.

The study also finds that conflict has a dual impact on member commitment. For some members, conflict can serve as a motivation to continue contributing to the organization, while for others, it leads to decreased enthusiasm and participation. This suggests that the effectiveness of conflict management strategies depends heavily on context, individual perceptions, and the approaches used within the organization. In conclusion, inclusive conflict management, supported by effective communication, can strengthen members' commitment to shared goals.

The importance of communication in organizations can be seen from various aspects that influence organizational sustainability. Communication plays a key role in delivering messages between members, thus helping align perceptions between the sender and the receiver. In addition, communication supports activity coordination, allowing interrelated organizational tasks to be more structured. Communication also plays a vital role in achieving common goals, developing strategies, and understanding the organization's vision and mission, thereby improving work efficiency among members. Furthermore, communication enables organizations to influence members' behavior through the delivery of clear and accurate information, as well as providing feedback to assess the effectiveness of messages delivered. Putri et al. (2022) stated that communication motivates employees by informing them what needs to be done, how to improve performance, and how to increase overall productivity. Therefore, communication becomes a key element in creating a productive and collaborative work environment.

Types of communication within an organization include verbal and nonverbal communication, as well as communication categorized by behavior, continuity, and scope (Pohan & Fitria, 2021). Verbal communication, such as direct interaction and face-to-face meetings, allows parties involved to clearly understand the message, as stated by Kurniadi & Mahaputra (2021). Meanwhile, nonverbal communication involves certain body movements or postures, such as smiling or shaking one's head, which also influence social interactions. Based on behavior, communication can be divided into formal, informal, and nonformal communication, each related to the organizational structure. In terms of continuity, communication can take place directly without intermediaries or indirectly with the assistance of media. Regarding its scope, internal communication includes relationships between individuals within the organization, whether vertical, horizontal, or diagonal, while external communication involves interactions with external parties to build cooperation (Kurniadi & Mahaputra, 2021).

Factors causing miscommunication in organizations include differences in perception, technical barriers, lack of documentation systems, unclear messages, and organizational culture. Differences in perception often occur due to the diverse backgrounds and values of individuals (Fauzan & Yuliana, 2023; Podrug et al., 2023). Technical barriers, such as the use of ineffective communication tools, can also disrupt message delivery (Kusuma, 2021; Fadzil et al., 2023). The absence of adequate documentation systems can result in the loss or misinterpretation of important information, thereby hindering team workflow (Abdallah et al., 2024). In addition, the lack of clarity or ambiguity in delivering messages often becomes a source of miscommunication (Harivarman, 2017). Organizational culture, such as a strict hierarchy, can also influence communication effectiveness (Anggraini & Wijayanti, 2024). To address these issues, organizations need to develop adaptive communication strategies and foster emotional intelligence within teams to improve collaboration and reduce

miscommunication (Fadzil et al., 2023). By understanding these factors, organizations can enhance communication effectiveness and support future success.

3.1 Forms of conflict and forms of commitment in the Pemalang Student Association (IMPP) organization

In this case, the researcher found that the Pemalang Student Association (IMPP) experienced various types of conflict, including internal conflict between members of the organization and internal conflict within individuals. The personal interests of the informants differed from the organization's goals, causing a mismatch between the informants' desires and aspirations, as well as between their expectations and reality. As a result, the informants experienced internal conflict and felt bored with the organization's activities and involvement.

Conflict and commitment in organizations, such as the Pemalang Student Association (IMPP), are important aspects that influence group dynamics and effectiveness. Based on studies from various sources, Akbar et al. (2024) stated that interpersonal conflict is a type of conflict that occurs between individuals in a group, often caused by differences of opinion or strong egos. For example, disputes may arise between members over how to run a program or activity. In this case study, interpersonal conflict was also reported by informants to occur among individuals within the organization. This type of conflict can be caused by various factors, such as the way informants and other members communicate or speak inappropriately, which in turn creates problems in the organization.

This study found that although all informants agreed that commitment is important, not all demonstrated strong commitment to the organization. Commitment in organizations can be categorized into three main forms. First, affective commitment, which reflects the members' emotional attachment to the organization. Members with this type of commitment typically feel proud to be part of the organization, actively participate in activities, and strive to achieve shared goals. Second, normative commitment, which represents a sense of obligation to remain in the organization based on the values or norms they uphold. Members feel that supporting the organization is part of their social responsibility. Third, continuance commitment, which relates to practical considerations for staying in the organization, such as the costs of leaving or the risk of losing established social relationships (Lestari & Transistari, 2021).

In this research, it was found that the lack of member engagement was actually caused by internal conflicts within individuals, such as fatigue from organizational activities and decreased motivation due to differences between expectations and reality in the organization. The loss of member engagement hinders the communication process as more members rarely or never attend organizational meetings. Conflict management in IMPP plays a crucial role in maintaining members' commitment to the organization. Effective strategies for managing conflict include approaches such as deliberation and mediation, where open dialogue is used to resolve differences, as well as compromise, which aims to find solutions acceptable to all parties to reduce tension. In addition, communication training is necessary to improve interpersonal communication skills among members, thus preventing conflicts in the future. By understanding these forms of conflict and commitment, IMPP can create a more harmonious and productive organizational environment. This will help all members work together to achieve the organization's goals effectively (Akbar, 2024; Hananto et al., 2024).

3.2 Communication processes occurring in the Pemalang Student Association (IMPP) organization

The communication process is experienced differently by each individual who joins an organization. This study found that several factors, including the organizational environment, the membership status of the informants, and the characteristics of the informants themselves, influence their communication process experiences. The

communication process does not always run smoothly, and it was found that there are obstacles in communicating with other members.

In the IMPP organization, this can be understood through the lens of organizational communication theory and practice. Effective communication is essential for fostering interpersonal skills, building solidarity, and ensuring the smooth operation of student organizations. The communication process involves several stages and elements that contribute to its success or failure. Communication in organizations usually involves primary, secondary, and circular stages. Primary communication occurs face-to-face, secondary communication takes place through digital platforms, and circular communication is characterized by feedback, allowing for participatory engagement and openness to opinions and suggestions (Pradipta & Setyanto, 2023).

The communication pattern takes the form of a star, in which each member can communicate continuously, fostering a strong sense of belonging and solidarity within the organization (Pradipta & Setyanto, 2023). The communication network pattern in IMPP can be defined as the way individuals interact and exchange information. Understanding this pattern is essential to ensure that messages are received accurately and efficiently. By applying the right communication network pattern, IMPP can enhance teamwork and member access to information (Rachmatullah et al., 2024).

Student organizations play an important role in improving interpersonal communication skills. Through active participation, members of the organization can increase their self-confidence and openness, which directly contributes to better communication skills (Aulia et al., 2023). Furthermore, experiences within organizations, particularly in small group settings, significantly enhance students' ability to express themselves and understand others (Aulia et al., 2023). Communication barriers, such as differences in opinion, are often challenges in organizations. These challenges can be overcome through regular meetings and activities designed to promote unity and cooperation among members (Rohmah & Pujianto, 2023). One effective strategy is to implement a majority vote mechanism during meetings, which can help resolve conflicts and maintain harmony (Rohmah & Pujianto, 2023).

The communication process in an organization is influenced by the organizational environment. The communication between the informants and members of the Pemalang Student Association organization is influenced by the organization's familial system and the diversity of its members in terms of goals, speaking styles, and backgrounds. In addition, this study found that even though IMPP uses a familial system, the organizational environment may not meet the expectations of individuals joining the organization. As a result, when informants first joined, a strong familial bond was formed with others due to the communication barriers experienced by the informants. Moreover, differences in the informants' positions compared to other members in this study determined how they interacted with other members, and the informants' membership status determined the communication process during their time in the organization. There may be obstacles in the communication process due to differences in status, position, or reputation of individuals in an organization. Although effective communication is a key factor in the success of student organizations, potential communication barriers and intergroup differences remain. Overcoming these challenges through structured activities and open communication channels can help maintain organizational cohesion and effectiveness.

3.3 Conflict management in maintaining commitment in the Pemalang Student Association (IMPP) organization

Conflict management is an important aspect of maintaining organizational commitment, including in the context of the Pemalang Students Association (IMPP). In student organizations, conflicts can arise from various sources, such as differences in opinion, external pressures, and internal dynamics. Therefore, it is essential to understand effective conflict management strategies in order to maintain member commitment and achieve shared goals. Poorly managed conflicts can result in member dissatisfaction,

decreased productivity, and even division within the organization. Conversely, effective conflict management can strengthen relationships among members and increase commitment to the organization. Rahmawati (2017) and Melvia & Hakim (2024) found that collaborative and compromising approaches in conflict management can foster better communication and minimize disharmony among members.

Effective conflict management is crucial for the sustainability of organizations such as IMPP. Strategies that can be implemented include collaboration, which involves engaging all parties in open discussions to find mutually beneficial solutions; compromise, in which each party is willing to give up part of their interests for a mutual agreement; mediation, which involves a third party acting as a neutral mediator to resolve complex conflicts; and building effective communication by encouraging members to share their views and concerns constructively (Melvia & Hakim, 2024; Miyarso, 2007; Fauziyyah & Hertinjung, 2018). By applying these strategies, IMPP can enjoy various positive impacts, such as increased member commitment as they feel heard, strengthened interpersonal relationships that create a harmonious work environment, and improved overall productivity and organizational performance (Awali & Suryana, 2023).

When faced with conflict, members of the Pemalang student association display specific behaviors that distinguish them from their counterparts. Conflict management style is the term used to describe how individuals act when facing conflict. Thomas and Killman proposed a conflict management theory that includes five ways to address conflict: competition, avoidance, accommodation, collaboration, and compromise. The avoidance style is demonstrated by withdrawing behavior when facing conflict and being passive as if there is no conflict and showing no desire to confront it. This style involves a low level of assertiveness and cooperative conflict management. Thomas and Kilmann noted that such avoidance can take the form of (a) distancing oneself from the main issue, (b) delaying major issues until the right time, or (c) withdrawing from conflicts that are threatening or harmful (Polatov & Pavlovets, 2022). This was confirmed by several informants, who, when involved in organizational conflicts, chose to avoid the main problem. Both tried to forget and suppress the conflict and sought to resolve it passively as if it had never occurred, which ultimately resulted in the problem remaining unresolved.

In the accommodation style, one party yields and follows the other's wishes without argument in order to maintain harmonious relations. When informants had conflicts with other members, they displayed this conflict management approach. These conflicts usually ended with an internal debate within themselves; however, if disputes began to escalate, the informants were willing to give in and lower their egos to end the conflict and find ways to resolve it. The reason for doing so was their dislike of conflict, especially when it involved themselves and others, as it disrupted harmony in relationships.

The collaborative style involves expressing conflict in a way that allows both parties to negotiate and find a solution that fully satisfies both sides. This effort is often shown through mutual understanding of opposing issues and learning about differences in opinion. In contrast, the compromising style describes behavior that seeks an alternative middle ground that partially satisfies both parties. This means not prioritizing only one party's needs but also considering the other's needs. This can be seen from the moderate levels of assertiveness and cooperation demonstrated by informants when facing conflicts within their organization. Informants stated that conflict resolution depended on whom they were in conflict with and the impact of the conflict itself. If a conflict did not affect their performance in the organization, they would not address it. Informants also mentioned that when faced with troubling conflicts, they tried to appreciate the contributions and statements of the other party involved, and if they had wronged another member, they were not hesitant to apologize first. The conflicts experienced by the informants consisted of personal and interpersonal conflicts. They felt bored with organizational activities, experienced personal conflicts, and decided not to participate in organizational activities for a while due to low motivation from their superiors. The interpersonal conflict they faced involved issues of member activeness and reluctance to express opinions in forums. Informants sought to resolve existing conflicts by motivating themselves to re-engage in the

organization. When in conflict with other members, they paid attention to their own condition and the emotional state of the other party and sought to minimize tension by discussing the problems at hand.

4. Conclusions

Conflicts within an organization can be caused by many factors, including personal conflicts, interpersonal conflicts, and organizational conflicts. Personal conflicts usually arise from internal problems of members who have become tired of organizational activities, leading them to decide to leave and relinquish their responsibilities. Conflicts with others often occur due to differences in perception, interference from more senior members, or disagreements in opinions among members.

One of the organizational problems is the lack of commitment from the members themselves, which hinders the achievement of organizational goals. Although all members agree that commitment to the organization is very important, not all members have strong commitment. Internal conflicts, namely members' dissatisfaction with organizational activities, are the main cause of member disengagement. The characteristics of the informants and their perspectives on conflict are based on how they resolve it. To avoid conflict, both informants chose to work together openly and discuss the issues. Some informants chose a conciliation style that involved yielding to the opposing party and apologizing first, while other informants chose a conciliation style that involved the participation of a third party who was closest to the conflicting parties. The investigation showed that the informants used various strategies to deal with conflicts.

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Author Contribution

J, designed the research framework, identified the research problems, and coordinated data collection through interviews and document analysis with members of the *Ikatan Mahasiswa Pelajar Pematang* (IMPP). F.A.R., constructed the research instruments, conducted in-depth interviews, and curated the collected data. She performed the thematic analysis, interpreted the findings, and prepared the original manuscript draft. The manuscript was revised based on academic feedback and approved under the joint supervision of both authors.

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