

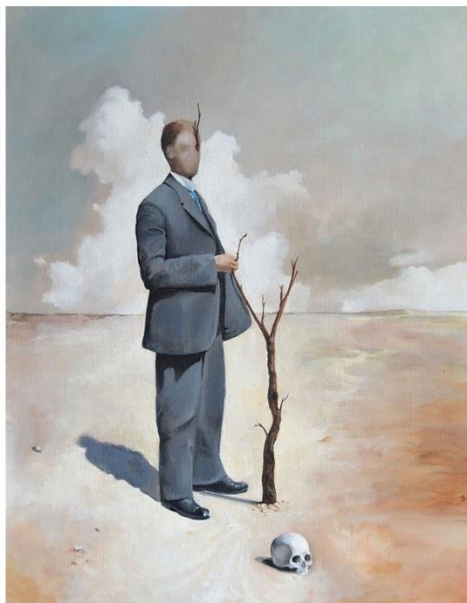
opción

Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,
Linguística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 35, diciembre 2019 N°

24

Revista de Ciencias Humanas y Sociales
ISSN 1012-1537/ ISSN: 2477-9385
Depósito Legal pp 198402ZU45



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The Failure of Communication between Elite in Political Organization

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Abstract

This study aims to analyze managing the conflict in a political party with the perspective of Indonesia's organizational politic. This research employed in-depth qualitative analysis and interviews with key opinion leaders at the senior level in the political party. The study examines that political communication failure in the organization due to several reasons, including the absence of an imbalance between the composition of the organization, the homogenous community in the organization, and the leader's personal motives. In conclusion, the imbalance of elements reduces the value of togetherness and causes political communication to be less effective.

Keywords: Managing, Conflict, Political, Communication, Climate.

El fracaso de la comunicación entre la élite en la organización política

Resumen

Este estudio tiene como objetivo analizar la gestión del conflicto en un partido político con la perspectiva de la política organizativa de Indonesia. Esta investigación empleó análisis cualitativos en profundidad y entrevistas con líderes de opinión clave en el nivel superior del partido político. El estudio examina el fracaso de la comunicación política en la organización debido a varias razones, incluida la ausencia de un desequilibrio entre la composición de la organización, la comunidad homogénea en la organización y los motivos personales del líder. En conclusión, el desequilibrio de elementos reduce el valor de la unión y hace que la comunicación política sea menos efectiva.

Palabras clave: gestión, conflicto, política, comunicación, clima.

1. INTRODUCTION

The issue of leadership roles in politics is to be considered in the field of organizational politics. Organizational politics described as an activity-based in self-interest and demonstrated by usually characterized negatively as harmful to the organization or its members. Since organizational politics represent social and politics, communication from the leader is needed to achieve the goals of the organization. Recently, the attention has been increasing on understanding politics in leadership roles (DOLDOR, 2017). Furthermore, theories of what ignites the conflict on the organization

have garnered increased attention an insight into why the political leader drives for political behavior in the organization. Previous research exploring the abundant conflict management literature in the organization. A number of studies have mostly investigated on managing conflict on non-political organizational.

This study aims to analyze organizational politics in Indonesia that was faced with major conflict on what caused the conflict and how the organization leaders handle the conflict. Indonesia: Partai Persatuan Pembangunan; abbreviated PPP (The United Development Party) is an Islam-based political party in Indonesia. Historically, the formation of PPP was the result of political communication between the leaders of four Islamic parties, then from its structure. PPP has been based on differences. It is not only differences in the mass basis, but ideologically and culturally that causes PPP internal conflicts was a natural thing.

There are many motives for what caused some conflict for example interpersonal between leaders and their teams (OLUREMI & AYOKO, 2012); organizational culture (KAPOUTSIS, PAPALEXANDRIS, THANOS & NIKOLOPOULOS, 2012), diversity of group background, local conditions, personal histories and cultural narratives. AMOS & ERAN (2010) Concluded personality dimensions and individual differences as individual factors and organizational culture, organizational structure, management characteristics, intra-organization factors and human resource systems; and environmental factors as an organizational factor as an influenced the creation of interpersonal conflicts. Therefore, this study will focus

explicitly on the communication dynamics of the elite party. Besides, construct an argument that leader political skill and communication quality may build and maintain effective relationships of political relationship.

The high-quality work relationships would provide positive outcomes for all involved it stands to reason that leaders should strive to develop and maintain high-quality relationships with their party members. Until now, research on conflict management, especially for Indonesian political organizations is still a limited number. However, a different case occurred in this party when an internal conflict occurred in 2014. The peak of PPP conflict began with the structure of leadership dualism, the existence of dualism of DPPs in 2011-2015 (Akhtar, Arshad, Mahmood, & Ahmed, 2018).

Because of mistaken political communication of PPP elite and the organizational structure, that shows the difficulty of four Islamic parties that fused to carry out the aggregation of their Islamic political values. This conflict also indicates that PPP DPP is unable to carry out its two functions, whereas political communication and conflict management, which spreads into splits (AMOS & ERAN, 2010).

2. METHODOLOGY

This study uses a qualitative method, according to (MARIA, 2014). The theory used in qualitative research can be used for exploring a problem and developing a detailed understanding of a

central phenomenon. ERIN & SIMON (2013) suggested an analytical approach when attempting to review the problem in more depth in all steps and to understand differences in how informant perceive internal organizational politics. In this explanatory case study research, a general strategy is used. The study focuses on theoretical propositions that guide case studies, where the original purpose and design of the case studies are estimated based on such propositions for example research questions, literature reviews, and understandings the issue (AVIV & HEDVA, 2018; ASAD, SHABBIR, SALMAN, HAIDER, & AHMAD, 2018). The proposition helps focus attention on specific data. This research decides that this paradigm is very appropriate to utilize in examining PPP DPP conflicts in the 2011-2015 period. The research stages will start from observation, asking questions to informants, gathering various specific data, analyzing data inductively from specific to general nature, and interpreting data about the conflicts (ERIN & SIMON, 2015; NIKKU, & RAFIQUE, 2019).

According to ERIN & SIMON (2015), Research Design on a qualitative design for a narrative research case study that included one or two individuals could consist of 3-10 participants. Fifteen informants were chosen, using snowball sampling, the chosen across the different position of organizations was essential to determine if there was a diversity of views of the issue. The researcher classifies informants in this study people who are involved in the elite structural and people who know a lot directly how the political communication of the DPP PPP in the 2011-2015 period that resulted in leadership dualism in PPP. Therefore, in obtaining the data needed, the position

of the informant made a substantial contribution to this research. The following profiles of the informants in this research can be seen in Table 1 below.

Table 1: List of Interviewees

Qualification of Participants	Number	Sector
Chairman / President	1	Executive Board DPP
Vice-chairman	1	Executive Board DPP
Secretary of General	1	Executive Board DPP
Chairperson	1	Islamic Board DPP PPP
Representative Board	2	East Java Chapter
Chairperson	1	DPP PPP Advisory Council
Secretary	1	Board of Expert DPP PPP
Chairperson	1	DPP PPP Party Court
Member	3	DPP PPP Party Court
Political Analyst	3	Indonesia Political Analyst
Total	15	

3. DATA COLLECTION PROCEDURES

Semi-structured interviews were conducted by the first researcher. Interview questions were designed to allow informants to share their unprompted perspectives on the conflict. The interview guide is used as a checklist of topics to be covered, although the order of discussion is not predetermined (ALEXIS, 2018). Open-ended questions are used to allow the interviewer to talk at length about a topic. Questions then prompted participants' descriptions of a political organization, conflict management, decisions that typically involved organizational politics, behavioral examples of organizational politics, and outcomes or consequences of organizational politics. As per conditions of the ethics approval, a copy of their transcript was provided to each interview informants for review and approval.

4. DATA ANALYSIS

The analysis techniques that used in the qualitative research is for answering the problem or in verify the hypothesis. Data analysis is the process of systematically searching and arranging the interview transcripts, field notes, that the author use to increasing the understanding and discovering of the researcher to take a conclusion from the research. All supplementary analyses were conducted subsequent to the interpretative analysis. The results that follow identify higher-order themes, the common threads across and within

the individual interviews, and provide verbatim comments from interview participants that illustrate the themes and individual understandings. This research will use the Miles and Huberman Model analysis techniques which will be explained as follows.

AMOS & ERAN (2010) explains that there are generally three steps in qualitative data analysis. First, Data Reduction. The data that collected in the field that needed to a write-down in detail because with the time that we spend in the field will gather many data, so we need to make it detail a useful in getting the result with coding and categorizing it. Next is Data Display. It is about organizing the data that we get. This is a continual process, rather than just one to be carried out at the end of the data collection. Then, Conclusion drawing/verification. After all the analysis is done, the initial conclusions can be verified in this stage.

5. RESULT

Analysis of the interviews yielded two completely different triggers to the conflict. The themes are divided into two parts: political behavior can be used to advantage for promoting personal interests (because of the leader's individual personality) and the institutionalization of rules that are not obeyed. What is thought by the Chairperson of the Leader is different from what is thought by Secretary-General RH, is different from the Deputy Chairperson and is also different from the leadership of the assembly. Each carries his

own interests. According to RH, one of the Leader's weaknesses is not being able to convince his staff why he is taking any political steps. Whatever steps the Leader takes are 100% the thought of the Leader. —RH. The discovery of ROBYN, BROUER, DARREN & GERALD, (2013), explains that leaders may act deceptively by manipulating rules, which do not always overlap with those of the organization.

The breakdown of this information makes PPP leadership seem to only be in the hands of the Leader. The Leader's unwillingness to share information or without going through party meeting procedures can also be interpreted because the conditions in the field are moving dynamically and must be addressed politically. As mentioned earlier, party leaders are often impatient to wait or go through the available procedures which are time-consuming and costly. In addition to internal communication issues in the management, the Leader's political behavior is counterproductive and leads to conflicts that lead to divisions. The more open PPP split was shown by the Leader and several other PPP elites who were present at the then political parties, competitors of the grand campaign, which angered the officials and gave birth to an open conflict between the deputy chairman and the party's secretary-general at that time. This fact indicates that political communication in the elite environment of the PPP DPP did not work as it should.

Indeed, the Leader often does not explain the decisions or political policies he took, which he considered was related to the leader concern. One indication that often complains of by the regional organization is that the organization infrequently hold meetings. Even

if there are one, there are no strategic decisions. Adding up this situation, the Secretary-General is rarely involved in making decisions. (Interview with ICM, PPP DPP Secretary-General for the 2007-2011 period). The conflict that led to the conflict of PPP is a dishonor to the party image, considering that PPP establishes with experience of merge from four organizations and the age of the organization itself. Party conflict at the elite level has negative impacts, including:

1. The conflict spreads down from the Regional branch to Sub-District level.
2. Dualism raises different possibilities in political elections, for example in the determination to carry the Candidates for President / Vice President, Candidates for Governor, Candidates for Mayor.
3. Delay of the party consolidation process ahead of the 2019 Legislative Elections, 2019 Presidential / Vice President Elections.
4. The conflict raises a negative image among the voters.

From the facts above, it appears the conflict occurred is an organizational conflict at least seen from the breakdown of the organization - in this case, the party - to the lowest level. What is contested by them is the legality of power and resources inherent in these powers. Personal Interests as Motives to Engagement in Political Behavior. In this research object, the interviewee state that the previous periods of organization concern to the aspect of balance based on the proportion of party founding elements namely NU: Parmusi: SI: Perti with a scale of 4: 3: 2: 1. Which NU 4 position, Parmusi 3, SI 2, and PERTI 1. Later in the second period of the

Leader, the tradition was snubbed by arranging NU cadres in almost all strategic positions.

Back to AMOS & ERAN (2010) research that the emergence of conflict political irregularities means that the political hierarchy among individuals and groups is unclear and controversial. The structure can make the majority party strategically align their interests and activities with the interests of the regime. Their incorporation into the political process strengthened the legitimacy of the regime. According to the regulated in the Statutes / By-Laws, there is a five-tiered decision-making process in the organization. In practice, several strategic policies taken by ignoring the mechanism so that the mechanism is only a formality. For example, there are circumstances when the decision was already taken before the meeting.

The main career ambition of most leaders is to progress to a higher position. Especially in the political domain, the leader tends to select their course of action from a wide range of political tactics to achieve career objectives (KAPOUTSIS ET AL., 2012). AMOS & ERAN (2010) found that the possibility that when the personal interests motivate leaders to behave and engage in a political activity even if the others in the organization are detriment. Based on the interview, the Leader brings its motives and assume that its the same objective with the organization party. Other elements of the elite structure, such as the Secretary-General and Deputy Chairmen attempt to intervene in the misleading of the leader motives and objectives.

ahead to the election of Presidential Candidate in 2014, the Leader attended another party campaign, where one candidate clearly

to be promoted as a Presidential Candidate in the presidential election. It was clear that the attend of the Leader means the support towards the opposition. Even though there was no prior discussion with the internal elements, the Leader is never willing or able to explain the political steps.

Based on the interview, it found that the condition of that time organizational political climate was frightful. One of the functions of political parties is conflict management. AMOS & ERAN (2010) define good organizational political climate characterized by a focus on the greater good through the achievement of organizational goals in an environment of trust, respect, involvement, and transparency. It concludes for this case is not an ideological problem, but instead because of the interests of individuals or groups in maintaining the status quo.

6. CONCLUSIONS

Based on the results of the study, the organization conflict model for the 2011-2015 period showed an imbalance between the founding elements (NU, Parmusi, PSII, and Perti) in this period. NU elements held nearly all-party strategic positions. The imbalance of elements reduces the value of togetherness and causes political communication to be less effective. In accordance with Groupthink's theory, homogeneity demands high loyalty, so the Leader thought that all party leaders in strategic positions should all be NU elements and

obedient to him. Groupthink's theory explains the Leader is often to make their own decisions and behaving and doing as pleases. Stagnant communication on the structure led to great disappointment at every rank in organization and caused some functionaries to launch fierce resistance. The resistance then starts the beginning to the dualism in the organization.

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DEL ZULIA

opción

Revista de Ciencias Humanas y Sociales
Año 35, N° 24, (2019)

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.

Maracaibo - Venezuela

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