EFFECTIVE COMMUNICATION PLAN TO IMPROVE THE EFFECTIVENESS OF TEAM AND CONFLICT RESOLUTION IN FINANCE & ACCOUNTING DIVISION RECEIVING & DISPATCHING TEAM PT. XYZ

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ABSTRACT

This research is a quantitative method research by making an effective communication training intervention design aimed at all members of the Receiving & Dispatching team in the Finance & Accounting division. This study aims to measure the effectiveness of the team and the internal capabilities of the team in the resolution of conflicts that occur in it, to formulate training needs that can be designed to be provided to all team members to improve effective communication skills. The research subjects are employees who are in the Finance & Accounting division specifically on the Receiving & Dispatching team. The sampling technique in this research is to use the Total Quota Sampling technique, because this sampling technique takes as many samples as is appropriate for the population. The sample in this study were 4 employees. The assessment method used in this study is divided into two, namely data collection using a scale, and the scale used is the scale of team effectiveness (team dysfunction) from Lencioni, and the Leaderless Group Discussion (LGD) which aims to see the conflict resolution process carried out by internal team. The analytical method used is to use SPSS analysis version 20. 00 for validity and reliability. Use Microsoft Excel to analyze the results of the questionnaire.

Keywords: *Team Effectiveness, Conflict Resolution, Effective Communication Training*

PRELIMINARY

The work process not only talks about individuality with its own productivity, but also talks about teams or groups that are built to maximize interpersonal performance. Be it cooperation, harmony in work relationships, problem solving and decision making within the team itself. Team effectiveness is an assessment of the work system that is done by two or more people in getting the goals that are planned together. Effectiveness in the team becomes a necessity in realizing the success of performance and work performance. Effectiveness in team work will be a driving force that has energy and synergy for individuals who are members of teamwork.

PT. XYZ has 22 divisions or departments in it, where in those 22 divisions or departments there are several smaller teams that make up the work efficiency of each division or department. It is not uncommon to find internal problems / conflicts within each division or even a small team. This is certainly if left unchecked will trigger the decline in the performance of each employee and have an impact on the decline in company productivity. In the dynamics of work groups, tensions can arise at any time, both between individuals and between groups within the organization**.** Many factors underlying the emergence of incompatibility or tension, between other; different personal traits, differences in interests, "bad" communication, and differences in values. These differences eventually bring the team / group into an atmosphere of conflict. If competition arises, even hostilities that should not need to occur, the leader must be able to

understand what is actually desired by members of his organization and try to overcome conflicts that arise without harming the organization itself. In other words, management must be able to facilitate various activities within the organization in order to produce good performance and minimize the level of internal conflict. Not infrequently also in an organization, which includes managing teamwork to complete work. A solid team will successfully carry out the organizational tasks assigned to them. They have a strong commitment in dreaming important decisions that have been formulated and agreed to be implemented jointly.

Organizational activities can be effective if individuals and other work groups have interdependence that can create working relationships that support one another, towards achieving organizational goals, trying not to make a difference that will eventually become a conflict. To create a more conducive work atmosphere, a strategy is needed to manage conflict.

Based on the phenomena obtained above, further assessment is needed to determine the effectiveness of the team and the deep communication problems that cause conflicts within this team.

RESEARCH METHODS

Participants in this study were a group / team consisting of a total of 4 employees, consisting of 3 men and 1 woman. The sampling technique in this study is to use the Total Quota Sampling technique, because this sampling technique takes as many samples as is appropriate for the population (according to the number of team members targeted by the research subjects).

The whole subject was initially observed to find factual data obtained roughly, then an interview was conducted to confirm the results of the observations previously presented, then a questionnaire with a team effectiveness scale from Lencioni was given, amounting to 38 items consisting of 5 dimensions, namely trust, conflict, commitment, accountability and result.

The data analysis method uses Microsoft Excel to analyze the results of the questionnaire based on calculation techniques through Lencioni. Validity and reliability tests were also carried out using SPSS version 20.00. Validity test is done to determine the number of items that are invalid and not valid to be used, as well as the reliability test to see how reliable the measuring instrument (scale) is used for research. The measuring instrument used has passed the reliability and validity test of 0.894 which means that the whole item is valid in predicting criteria and has been reliable.

After formulating the results of the questionnaire calculation, it was further explored to specify things that were not optimal within the internal team. All team members are collected and given a Leaderless Group Discussion (LGD) assessment with an assigned roled discussion system, where all LGD members are given one role each and carry out that role in accordance with the case given with the goal of completing the task and making a final decision based on each role each of these.

This study uses quantitative research by making effective communication training intervention designs aimed at all members of the Receiving & Dispatching team in the Finance & Accounting division.

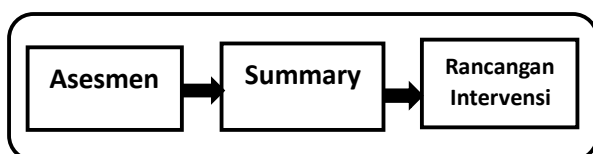The form of quantitative research method design can be described as follows:
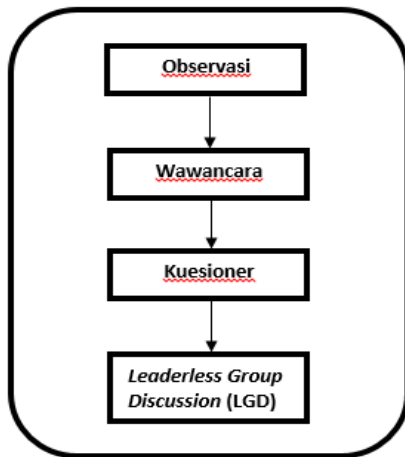

 Figure 1. Research method design

Figure 2. Series of Assessments

RESULTS AND DISCUSSION

Based on the results of the assessment given to this team, the results of the data collection instrument were obtained, the first based on the results of the questionnaire given. The Receiving & Dispatching Team is less harmonious for interpersonal relationships, where they are less able to be open to each other in communication and lack of sensitivity with fellow team members to raise the possibility of conflict within.

Table 1. Conclusion of All Subjects Questionnaire

Sub	T	C	C	A	R
1.	3.75	4	3.85	3.14	3.12
2.	3.37	3.87	3.57	2.71	3.12
3.	3.75	3.75	4.28	4.14	4.12
4.	2.87	3.12	3.57	2.71	3.62
Rata2	**3.43**	**3.68**	**3.81**	**3.17**	**3.49**
Kesimp	Med	Med	High	**Low**	Med

Information :
T = *Trust*
C = *Conflict*
C = *Commitment*
A = *Accountability*
R = *Result*

The scoring norm standard according to Lencioni's theory is as follows:

Table 2. Lencioni scoring norms

	High Score average 3.75 ketas	Medium Score average antara 3.25 - 3.74	Low Score average 3.24 kebawah
Trust		3.43	
Conflict		3.68	
Commitment	3.81		
Accountability			**3.17**
Result		3.49	

Based on the table above, it can be concluded that the lowest point in the RD team is on Accountability. This shows that the RD Team is still often hesitant to confront each other about performance or behavior issues. In some cases this will certainly affect the results of team performance. Accountability is needed in the social system, and the importance of late accountability is extended to formal organizational forms. Accountability involves evaluating someone's actions or their consequences (Frink et al., 2008).

To be able to ensure this, researchers used the next assessment, LGD, to be able to see firsthand and with certainty the condition of the team. The researcher wants to test deeper to prove the tendency of the RD team's ineffectiveness. With a series of LGD processes carried out, a number of points were discovered that really look real and must be corrected in this team.

Based on the results of the LGD that have been done, it was concluded by communication that the RD team still had to improve their ability to communicate directly, both regarding expressing opinions, refuting the opinions of others, or in terms of paying attention to the interlocutor (other participants) in the argument. Broadly speaking, all team members still focus on each other's opinions or arguments and do not heed the arguments given by other LGD participants. As a team work, the entire RD team members were still very inadequate in paying attention to the discussion partners who spoke, lacking appreciation for the opinions of other participants. Respond to every argument that comes out very confrontational and uses emotions that lead to conflict. LGD participants are also less sensitive to the desires of other colleagues who want to talk or respond to a topic of conversation.

Not infrequently also LGD participants actually provoked in a prolonged debate and lead to conflict. But until finally, the interest of LGD participants in solving problems in the case given was also very low. The participants were enthusiastic in discussing topics but not in finding solutions to problems related to the existing discussion topics.

In Initiatives, LGD participants are not good in directing and facilitating discussion. Starting from the initiative to open a discussion forum, moderate the discussion process, gather existing opinions, write a discussion process flowchart to find out the discussion journey scheme towards the solution, to conclude the results of a series of ongoing discussions. So that most of the LGD participants showed less productive behavior during the process of discussion, in other words the discussion only proceeded as a process of arguing, arguing but there was no end that looked systematic and showed the results as expected.

Based on the conclusions above, the researchers considered that the most prominent thing in this RD team was poor communication with each other. This is believed to affect the performance and interpersonal relationships with each other if not immediately followed up. Based on the above conclusion, the researcher considers that the RD team needs training that is expected to develop the team. The training offered is effective communication training where the training will provide an ideal communication description so as to minimize misunderstandings that lead to conflict to communicate to solve existing problems.

The researcher also conducted an interview during the assessment process. Interviews were conducted after the observation process and the data received by researchers from the observations and then continued by interviews after the LGD assessment was given to all team members. Subjects were interviewed as many as 2 people, namely one of the employees in the Receiving & Dispatching team and also the team leader.

Both subjects confirmed that the situation in the team tended to be poor towards communication. Lack of sensitivity with each other when confronting complaints about interpersonal communication or disruption. The effectiveness theory of the team this time includes the Five Dysfunctions of a Team by Lencioni (2005). According to him "Not financial. Not a strategy. It is not technology but teamwork that remains the best in competitive advantage. "If we review Lencioni's theory, we will try to understand team dysfunction.

Team effectiveness must be upheld within a team / group. If the five aspects run unbalanced and harmonious between the dysfunctions that occur, it does not rule out the possibility that not only the team will be subject to adverse effects but also the company.

The low accountability on the Receiving & Dispatching team shows that the team is in a less harmonious condition for interpersonal relationships, where they are less able to be open to each other in communication and lack of sensitivity with fellow team members to raise the possibility of conflict within. This leads to Lencioni's view, which justifies that the low score obtained in the accountability function indicates the team's lack of optimality in confronting one another about performance or behavior issues and ultimately this will lead to conflicts between individuals within it.

Accountability can contribute to the right decision-making process because every employee who has good accountability can engage in critical and overall thinking for information processing in the internal team (De Dreu, Nijstad, & Van Knippenberg, 2008).

It was revealed in a research by Irawati (2007) that various differences that arise in organizations can cause dissent, quarrels or even conflicts within the organization. Conflicts can take the form of disagreement disputes, the presence of tension, or the emergence of other difficulties between two or more parties. Conflicts often lead to opposition between the two parties, to the point where the parties involved see each other as a barrier and disruptor to the achievement of their needs and goals. Robbins (1996) in "Organization Behavior" explains that conflict is a process of interaction that occurs due to a mismatch between two opinions (points of view) that influence the parties involved both positive and negative influences.

Based on the results of the assessment from LGD, that the RD team was still unable to communicate effectively with each other in showing the wants and intentions of each person. Less interested in listening to teammates talk, always wanting to win alone and taking a safe position makes the RD team sink in emotions and circumstances that never get the way out expected. During the LGD process, the results highlighted the weakness of the RD team in establishing assertive or ideal and harmonious communication with one another.

This is consistent with the theory of Dubrin (1984) argues that most conflicts are caused by the aggressive nature of individuals, limited competition between sources, differences in interests and goals, misunderstanding occurs in interpreting goals, role competition, position competition, ambiguity in determining tasks , organizational change, unpleasant organizational climate, violations of the work area and differences in knowledge.

Team members should be able to exchange ideas with each other well, which will increase their progress in confrontation, bring about a personal approach in the work process and share information held to explain the problems that currently exist and will certainly improve the quality of the team (Scholten et al. , 2007).

The problem of conflict and conflict behavior of each individual becomes increasingly relevant in various aspects. Starting from conflicts between countries, people, ethnic groups, which were clearly observed recently in several regions of the world. In addition, this is associated with competitive relationships between organizations. Conflict is unavoidable if resolving it contradicts organizational rules (Jerko, Veljko & Iva 2019).

Conflict does not occur suddenly without cause and process, but through certain stages. Hendricks (1992) identified the process of conflict occurring in three stages. 1) Daily events; marked the individual feels dissatisfied and annoyed with the work environment. Feelings of dissatisfaction sometimes go away and reappear when the individual feels a disturbance. 2) There are challenges; when problems occur, individuals defend each other's opinions and blame others. Each member considers the actions carried out in accordance with organizational standards and rules. Individual interests are more prominent than group interests. 3) The emergence of conflict; each individual aims to win and defeat the other teammates.

The three stages above were felt by the researchers on this team, this was very apparent during the LGD process.

Intervention Draft

The interventions that the researchers felt were needed by the RD team to increase the internal optimization of this team were effective communication training. According to researchers, communication in daily life plays a very important role, this is because communication has the function of connecting one's desires to others. Specifically, communication carries out four functions, namely: control, motivation, emotional disclosure and information.

Communication is generally defined as the process of creating meaning for the ideas or ideas conveyed. The interests of the trainer in training certainly need effective communication which is used as a means to convey ideas and motivate someone to do something in accordance with the training objectives. The idea that will be presented in this training is about the role of communication in internal conflict management in the current RD team. In this regard the trainer must possess basic skills of teaching or training because in principle training is to teach participants to be able to do something, as well as provide theory and practice for existing material.

Communication connects one another, and we understand that one organization involved employees who have different characteristics and characteristics so that there is a great chance of misinformation conveyed in communication. There are two types of communication, formal and informal communication, both types of communication are always present in every human activity. Besides this, in communication there are also forms of verbal communication and non-verbal communication, these two forms are also always present in every human activity.

Some litelatur explained that one of the main causes of dysfunctional conflicts or conflicts that hamper organizational work productivity is an error in communication or miss communication. Effective communication needs to be built within an organization to produce maximum value, so that there will be positive acceleration values for each employee. The communication skills of each person is different, and is greatly influenced by various factors. Therefore, to achieve effective communication every employee must be able to understand the elements of communication, how to communicate effectively, and how to build intelligent emotions for effective communication.

The purpose and objective of this training is to improve the ability of HR to understand how communication is built in a business organization so that it will have an impact on the smooth running of the organization. enhance trainees' understanding of the ability to build communication through verbal and non verbal communication and to know how to manage emotions positively to build effective communication between members of the organization

The material in this training is about the concept of communication and its role in an organization. Based on the findings according to Salman and Hassan (2016), there is a positive and significant relationship between effective communication and employee performance. Because of this, effective communication within

Industrial organization is an important role that needs to be done so as to facilitate employee performance to assist organizations in achieving common goals in accordance with the vision and mission.

In this section will be discussed matters relating to the concept of communication, the purpose of communication, and understanding the types of communication in organizations. Specifically the training material includes (1) interpersonal communication skills. In this section, things related to communication skills or interpersonal communication related to self-conceps, types and obstacles of communication, credibility factors, self-concept, emotions, status, roles, skills, prejudice / attitude, communicator attitude (empathy, fairness, respect,

opening up), communication networks, formal and informal communication, how to communicate on formal networks, effective communication on non-formal networks, ethics and communication etiquette. (2) Assertive communication. In this section, things related to building assertive communication will be conveyed. Assertive communication is seen as the most ethical communication style used when we are faced with a conflict (Garner, 2012). (3) Non Verbal Communication. In this section will be discussed matters relating to non-verbal communication, concepts, effectiveness, positive body language and negative body language, cultural factors in non-verbal communication, etiquette and ethical communication. (4) Smart Emotions for effective communication. The things that will be delivered are how to build emotions intelligently so that it will give birth to effective communication: social ethics, religion and law in communication, understanding the basic needs of human emotions in communication, building empathy abilities, emotions from a psychological point of view, basic principles of emotions, emotional problems in communication, reactive emotions and proactive emotions in communication, the practice of growing intelligent emotions in communication.

This training will be given to the entire Finance & Accounting (FA) Receiving & Dispatching team without exception with a total of 4 people. This training plan will be held in the Conference Room Floor 3A on Saturday-Sunday, 22-23 June 2020. This training is held for two full days with a division of hours 08.00 to 17.00 x 1 day for Effective Communication Theory and hours 08.00 to 17.00 x 1 day for Practical Effective Communication.

The methods in this training include focusing on active training, presentations. Interactive, group discussion. Role playing, simulation, case studies, guidance, contemplation and icebreaking.

The material was compiled and presented with PowerPoint slides, the distribution of handouts to all participants, and the 10 methods above during a series of training took place.

Conclusion

Based on a series of assessment results obtained above, it can be concluded that the problem with the team / group is on communication. This team is still unable to communicate well with the use of positive emotions when expressing an opinion. This can be seen during the LGD process, emotions are still clashing with each other, not hesitate to use the dynamics of high notes when arguing and using hand gestures that point to the other person. During the assessment process, the four participants of the team were not all seen actively speaking, some were dominant as listeners, some were too active talking and some were focused on writing and paid less attention to the storyline.

The results of the questionnaire were also proof that the discussion process was an overflow from the self which was already inflamed. Where the questionnaire shows the low accountability on this team, which here shows that so far in working communication formed is not good. Fellow team members are unable to confront to show the content of each other's feelings and thoughts. With this LGD assessment, the participants made this a place to be themselves by instead of deepening their roles and then attacking each other.

Researchers concluded that the emotions that arise during the discussion process are emotions that have accumulated from interpersonal problems that have been formed at work sites. This is used as a means to be able to vent their frustration with each other for the team members in it. With the role playing method, the researcher feels that each participant is too deep in his or her role, each participant has strong arguments to maintain the existence of his role and ultimately has an impact on the conflict that is seen from forms of communication that use negative emotions.

Based on the results obtained above, the researcher considers that intervention is needed for the team / group, which is in the form of effective communication training that leads to communication with intelligent emotions to resolve existing internal conflicts. This training

can also help the team / group to better communicate not only resolving conflicts but also good communication to prevent conflicts in the form of misunderstanding, proper delivery, or the use of nonverbal communication that supports verbal or verbal communication.

Suggestion

Based on the conclusions above, the researchers provide suggestions for companies to conduct training (training) to the Receiving & Dispatching team. This training refers to efforts to improve and enhance team communication skills that lead to communication to manage conflict. Researchers have also prepared a training procurement design form, ranging from TNA (Training Need Analysis), syllabus, modules to material handouts that will be run later by the company. It is hoped that this training can be realized in order to have a positive impact on the team and also on the company.

In addition to the suggestions above, there are a number of inputs that can be considered for this company, namely social gathering and work coordination training. This is felt to be able to support work performance for team members which aims to re-establish personal relationships with each other, also can dilute the atmosphere which in this team is felt to be very rigid and less harmonious. Work coordination training itself aims to increase the knowledge of each employee regarding the effectiveness of coordinating work with one another within the scope of the division and developing the ability to build harmonious working relationships within the internal work team.

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