

## **The Relationship Between Interpersonal Communication and Assertive Behavior With Intrapersonal Conflict**

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### **Abstract**

Interpersonal communication and assertive behavior with intrapersonal conflict in employees are important factors in the work atmosphere, of one of the state-owned banks. Quantitative method research with multiple linear regression analysis techniques on the three variables. Based on the results of the analysis that have a highly significant negative relationship between interpersonal communication and assertive behavior with intrapersonal conflict in employees, and partially a highly significant negative between interpersonal communication and intrapersonal conflict, and there is no relationship between assertive behavior and intrapersonal conflict in employees at one of the state-owned banks.

*Keywords: Intrapersonal conflict, interpersonal communication, assertive behavior*

### **Introduction**

An organization as a whole consists of individuals and/or work teams. Organizations consist of various components and are interdependent in the process of cooperation to achieve certain goals. If there is a lack of coordination in the goals of various parts of the organization, differences in goals can lead to conflict. For example, employees in the teller, customer service, and security departments relate to service hours to customers.

Security who continues to accept customers when working hours are almost over makes tellers and customer service look less happy because it will only result in excessive working hours. However, security measures are taken with consideration of maximum service time for each customer. These differences in goals are prone to conflict in organizations, one of which is intrapersonal conflict.

Intrapersonal conflict occurs when doubt is understood as the result of an imbalance between a person's self and his true self (Nawantara, 2021). Stoner and Wankel (Prasetyo & Winardi, 2022), explain that intrapersonal conflict occurs when an individual is required to do or carry out things that exceed their abilities. According to Rogers, intrapersonal conflict is also caused by pressure that requires individuals to achieve personal well-being and ideal perfection (Lumi et al., 2022). The conflict between one's ideal desires and actual circumstances will increase a person's level of intrapersonal conflict.

Intrapersonal conflicts are also experienced by employees of one of these state-owned banks, for example, an employee has to join forces with other employees who come from different resources. An example of intrapersonal conflict in employees of one of the state-owned banks is that the duties and responsibilities given by the leadership are considered by the employees to not be able to be carried out optimally because they exceed their competence or abilities. Apart from that, intrapersonal conflict among employees of one of the state-owned banks emerged due to differences in roles (Benua et al., 2019).

A leader who carries out his role in providing supervision over employee work believes that supervision is an important part of the job. However, on the one hand, employees consider such extensive supervision to be micromanagement or evidence of a lack of trust (Astuti & Harsono, 2019). The

quite high job demands at one of the state-owned banks make employees feel stressed and they feel helpless to be able to complete each of their responsibilities at work.

Based on an interview the author conducted with an employee of one of the state-owned banks with the initials "X" on November 25, 2021, it is known that the intrapersonal conflict experienced was the result of assignment errors and frustration. The employee feels he does not have the skills, talent, and commitment to match the demands of the new job given to him. For example, an employee who is more skilled as a teller is placed in customer service due to job rotation. Second, it arises from inappropriate demands on the person's capacities. For example, excessive workload or demands attached to the position. Employees of one of the state-owned banks often have to work beyond their working hours, especially at the end and beginning of the month. Another employee with the initials "Y" said that the intrapersonal conflict he experienced was triggered because his leadership style was deemed not to be in line with Aa's expectations. For example, leaders are impressed by placing higher standards and demands on employees in terms of customer service.

Intrapersonal conflict is an uncomfortable situation experienced by an individual, as in a study conducted at Kampala International University caused by several factors such as excessive workload, sudden but limiting tasks, great pressure due to unrealistic targets and deadlines, poor leadership skills and poor management style, excessive financial demands, and stress (Mulyatiningsih & Sasyari, 2021).

Intrapersonal conflict among employees of one of the state-owned banks is more of a double approach-avoidance conflict or double approach-avoidance conflict (Zhang et al., 2023). As is the case with supervisory supervision, on the one hand, employees consider this to be the leader's obligation and is intended to prevent mistakes at work, but on the other hand, employees consider it to be pressure at work (Venz & Neshor Shoshan, 2022). Another example occurs in relationships with co-workers, where employees are happy with the demands of teamwork at work, but on the other hand, employees

also feel that they will be more burdened and hampered in carrying out their work due to the interference of co-workers.

The consequences of intrapersonal conflict can be seen in the results of research conducted by Weeraratna & Weerasinghe on Staff Assistants at ABC Merchant Bank in Sri Lanka which shows that intrapersonal conflict contributes positively to employees' intentions to change jobs or leave the company (Herath et al., 2018). Intrapersonal conflict can be defined as conflict that occurs when individuals are unable to carry out roles that are not by their expertise and skills. Conflict can be a powerful energy if managed well, so it can be used as a tool for innovation. However, if it cannot be controlled, it will result in low organizational performance.

Based on data collection through interviews with 6 employees at one of the state-owned banks on December 12, 2021, there were indications of intrapersonal conflict among employees. Intrapersonal conflict can be seen from the symptoms of a conflict of approaches, where employees of one of the state-owned banks have the opportunity to occupy a certain position, but with their current choice, they feel that this choice is not right. Intrapersonal conflict can also be seen in the presence of avoidance symptoms. This can be seen from the statements of employees who felt irritated by statements from their superiors who would transfer them to a branch office because they showed indiscipline. Approach-avoidance symptoms were also experienced by employees of one state-owned bank. Working as an employee at a bank is indeed the choice of most people, but it is not uncommon for employees at a state-owned bank to have another desire to work in another place that is considered more promising.

Several factors are the source of intrapersonal conflict, namely incompatible goals (Wachsmuth et al., 2018). Differences between people, departments, and other entities according to training, values, beliefs, and experience (differentiation), interdependence, resources (scarce resources), ambiguous rules (ambiguous rules), and communication problems (communication problems). Another factor that is thought to influence the occurrence of intrapersonal conflict is assertive behavior (Ros-Morente et al., 2022).

Communication is a social event that occurs when humans interact with other humans. This communication occurs regularly between employees who work together as a team, among members of a workgroup (Kim & White, 2018). Effective interpersonal communication will enable employees to express disagreement with ideas or ways of working demonstrated by colleagues so that solutions to these problems can be found. Interpersonal communication that runs effectively will be able to avoid interpersonal conflicts because employees can show openness and are willing to provide advice regarding difficulties experienced by colleagues. Humans need interpersonal communication skills to support all their activities and activities so that they run smoothly (Hasan et al., 2018). Good communication can influence the perception of one person and others in the workplace. Interpersonal communication will be able to prevent intrapersonal conflict. For example, when an employee feels burdened with responsibilities at work, then with interpersonal communication, each of these burdens can be shared with colleagues and the employee can find a solution.

Apart from communication, assertive behavior also influences intrapersonal conflict. Assertiveness is a person's ability to communicate, specifically, and unambiguously, but still be sensitive to the needs and reactions of other people. Assertiveness can also be described as the ability to express opinions and be able to defend opinions with a cool head and respect for the person you are talking to. Assertiveness is characterized by clear delivery without violating the rights of others. Assertive behavior consists of several characteristics, namely being able to express one's rights without disturbing other people's rights, being able to trust other people as other people trust and like them, being able to respect other people, and being responsible. It is hoped that assertive behavior in employees of one of the state-owned banks will make them open and brave enough to express their dislike for friends to find a solution. In the work environment, employees need to be aware of how to use assertive behavior effectively to manage the challenges they face when dealing with human resources or other sources of pressure in the workplace. Assertive behavior is one of the practical communication skills. An employee's personal and professional skills determine proactive behavior. In many cases,

a lack of proactive behavior leads to stress, anxiety, reduced productivity, burnout, conflict, and so on.

Some research related to this research is Siregar, et al. (2019) showing that assertive behavior is an individual's ability to have interpersonal relationships and express feelings, desires, and ideas, which are done spontaneously, directly, honestly, and confidently without violating the rights of other people who are expressed. verbally or non-verbally ((Hadamuan Siregar, 2023). Assertive behavior has a positive impact in the workplace, where assertive behavior is related to work discipline among PD Pasar Jaya Jakarta head office employees. Hadavi's research in Iran explains that educational programs are needed to improve their communication skills and assertiveness. Increasing nurses' awareness and knowledge of communication skills and assertiveness can improve nurse-patient relationships, quality of care, and patient outcomes (Hadavi & Abdorrazagh Nejad, 2018).

### **Research Method**

This research is quantitative correlational research (Sugiyono, 2017). The population of this study was all employees of one of the state-owned banks, totaling 53 people. The measuring instrument used in this research is a scale consisting of the Intrapersonal Conflict Scale, Interpersonal Communication Scale, and Assertive Behavior Scale. Data collection was carried out directly with employees of one of the state-owned banks. From the results of testing the validity of the Intrapersonal Conflict Scale, 18 valid items were obtained and Cronbach's Alpha reliability was 0.933. The Interpersonal Communication Scale from 20 items obtained 17 valid items with Cronbach's Alpha of 0.904. The Assertive Behavior Scale 20 items obtained 20 valid items with Cronbach's Alpha of 0.838. Data from valid items were then analyzed using multiple regression with the help of the SPSS 21.00 for Windows program.

### **Results and Discussion**

The results of the analysis showed a value of  $R_{y.12} = 0.552$  and  $F = 10.962$  with  $p$  of 0.000 ( $p < 0.01$ ). The correlation coefficient value between interpersonal communication and intrapersonal conflict of employees of one of the state-owned banks is -0.507 with a  $p$  value: of 0.000 ( $p < 0.01$ ) and the correlation

coefficient value between assertive behavior and intrapersonal conflict of employees of one of the state-owned banks is -0.171 with a p value: 0.220 ( $p > 0.01$ ). This means that there is a relationship between interpersonal communication and assertive behavior and intrapersonal conflict between employees of one of the state-owned banks, and partially there is a very significant negative relationship between interpersonal communication and intrapersonal conflict of employees of one of the state-owned banks, and there is no relationship between assertive behavior and conflict. intrapersonal employees of one of the state-owned banks.

The results of this research show that there is a relationship between interpersonal communication and assertive behavior toward intrapersonal conflict among employees of one of the state-owned banks. The results of this research support the opinion expressed by McShane and Von Glinow (Dakir et al., 2021), stating that several factors are the source of intrapersonal conflict, namely incompatible goals, and differences between people, departments, and other entities. according to training, values, beliefs, and experiences (differentiation), interdependence, resources (scarce resources), ambiguous rules, and communication problems. Another factor that influences the occurrence of intrapersonal conflict is assertive behavior (Papa & Natalie, 1989).

It is hoped that assertive behavior in employees of one of the state-owned banks will make them open and brave enough to express their dislike for friends to find a solution. In the work environment, employees need to be aware of how to use assertive behavior effectively to manage the challenges they face when dealing with human resources or other sources of pressure in the workplace (Salin et al., 2020). Assertive behavior is one of the practical communication skills. An employee's personal and professional skills determine proactive behavior. In many cases, a lack of assertive behavior leads to stress, anxiety, reduced productivity, burnout, conflict, and so on. Previous research conducted by (Rahmadi et al., 2019) shows that assertive behavior is an individual's ability to have interpersonal relationships and express feelings, desires, and ideas, which are done spontaneously, directly, honestly, and confidently without violating the rights of other people

expressed verbally or non-verbal. Assertive behavior has a positive impact in the workplace, where proactive behavior is related to work discipline among PD Pasar Jaya Jakarta head office employees. (Fadhil & Sebgag, 2021) research (2015) found that proactive behavior can prevent burnout in the workplace.

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The results of this research show that the first minor hypothesis proposed is accepted, that there is a negative relationship between Interpersonal Communication and Intrapersonal Conflict among employees of one of the state-owned banks. The higher the interpersonal communication, the lower the intrapersonal conflict between employees of one of the state-owned banks, and vice versa. The results of this research support the opinion expressed by (Howlett et al., 2015) stating that the emergence of conflict within individuals (intraindividual conflict) is related to several things, one of which is behavior and locomotion. According to Lewin (Sumardi, 2020) behavior is locomotion which means change or movement in the field of life. This locomotion can occur if there is communication between two areas in the field of life. "communication between two areas creates tension in one area and tension creates needs and these needs cause behavior" (Sarwono, 2014).

Salsabila defines communication as the process of conveying a message by someone to another person to inform, and change attitudes, opinions, or behavior, either directly orally or indirectly through the media (Salsabila, 2023) (Subqi, 2016). Communication requires a reciprocal relationship

between the delivery of the message and the recipient, namely the communicator and the communicant. Interpersonal communication that goes well can lead to solutions to difficulties experienced by colleagues so that intrapersonal conflicts can be avoided. Previous research conducted by Redekop (2015) identified individual intrapersonal conflict strategies. Redekop in his research found that denial (ignoring or denying inner conflict), self-accommodation (the degree of infatuation with oneself), self-compromise (the degree of fulfilling or overcoming personal needs when trying to meet internal or external expectations), self-competition (the criticality of goals and expectations personal), self-transformation (the level of personal awareness and positive growth, as well as communication and active listening skills influence intrapersonal conflict. The existence of openness can also make problems experienced in the workplace, such as feelings of being burdened with work responsibilities which can be communicated with colleagues, thus making intrapersonal conflict not develop in a destructive direction.

The results of this research indicate that the second minor hypothesis proposed is rejected, namely that there is no influence of assertive behavior on intrapersonal conflict among employees of one of the state-owned banks. The results of this study contradict the opinion expressed, which states that assertive behavior is significantly related to intrapersonal conflict.

States that assertiveness is a person's ability to communicate, specifically, and unambiguously, but still be sensitive to the needs and reactions of other people. Assertiveness can also be described as the ability to express opinions and be able to defend opinions with a cool head and respect for the person you are talking to. Assertiveness is characterized by clear delivery without violating the rights of others. Assertiveness is characterized by clear delivery without violating the rights of others. Interaction between employees of one of the state-owned banks that run with honesty and attention will make each employee of one of the state-owned banks feel more appreciated to avoid intrapersonal conflict.

The results of research on the intrapersonal conflict variable for employees of one of the state-owned banks obtained an Empirical Mean (ME) of 45.96

with a Standard Deviation (SD) of 9 while the Hypothetical Mean (MH) was 45 so that the intrapersonal conflict of employees of one of the state-owned banks was classified as moderate. The intrapersonal conflict between employees of one of the state-owned banks is something that must be watched out for because it can increase along with stressful workplace situations, so serious efforts are needed to further reduce intrapersonal conflict.

In the interpersonal communication variable, the Empirical Mean (ME) is 47.98 with a Standard Deviation (SD) of 10, while the Hypothetical Mean (MH) is 50, so interpersonal communication is classified as moderate. Interpersonal communication which is classified as moderate means that the employees of one of the state-owned banks are quite capable of communicating by conveying messages directly, both verbal and non-verbal, so that they get direct feedback from the person they are talking to.

In the assertive behavior variable, the Empirical Mean (ME) was 47.66 with a Standard Deviation (SD) of 10, while the Hypothetical Mean (MH) was 50, so Assertive Behavior was classified as moderate. Assertive behavior that is classified as moderate means that employees of one of the state-owned banks have enough ability to say no, ask for help, make requests, or express both positive and negative feelings, as well as to exercise personal rights without denying other rights that involve honesty and open-mindedness. and feelings.

The limitation in this research is related to the use of tryouts because the research was carried out at the same time as the conditions of the employees of one of the state-owned banks in the limited research. This has a weakness because it is feared that the research results cannot be generalized to other subject groups.

## **Conclusion**

Based on the description above, it can be concluded that there is a relationship between interpersonal communication and assertive behavior and intrapersonal conflict among employees of one of the state-owned banks. The practical contribution of interpersonal communication and

assertive behavior variables to intrapersonal conflict among employees of one state-owned bank is 30.5%. There is a negative relationship between interpersonal communication and intrapersonal conflict among employees of one state-owned bank. The higher the interpersonal communication, the lower the intrapersonal conflict between employees of one of the state-owned banks, and vice versa. There is no relationship between assertive behavior and intrapersonal conflict among employees of one of the state-owned banks. The contribution of this research can be the answer to improving interpersonal communication and maintaining good relationships with co-workers requiring increased self-competence, self-acceptance, and the worth one has when in the presence of other people so that one will not experience intrapersonal conflict due to pressure that arises due to interpersonal relationships in the workplace. Work.

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