



Journal Homepage: - www.journalijar.com

INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR)

Article DOI: 10.21474/IJAR01/12309

DOI URL: <http://dx.doi.org/10.21474/IJAR01/12309>



RESEARCH ARTICLE

CONFLICT RESOLUTION IN THE COMMUNICATION CRISIS (A CASE STUDY OF PT. SABANG GEOTHERMAL ENERGY PROJECT LAND DISPUTE)

Dian Haerani¹, Alo Liliweri² and Dewi Widowati³

1. PhD Student of Doctoral in Communication Science, Sahid University.
2. Professor of Faculty of Administration Sciences, Nusa Cendana University.
3. Professor of LSPR Communication and Business Institute, Jakarta.

Manuscript Info

Manuscript History

Received: 10 November 2020

Final Accepted: 12 December 2020

Published: January 2021

Key words:-

Intercultural Communication,
Uncertainty Reduction, Conflict
Resolution

Abstract

Humans and conflicts are inseparable. Conflict is inevitable. Conflict is inevitable but manageable. In the daily activities of human beings both as individuals, as members of organizations or corporations, and as members of society are always faced with conflict. The same is true with the crisis. Conflict can be caused by crises including communication crises. Wrong communication can lead to great conflict and can threaten the survival of an organization or corporation. This study highlights the conflict that occurs between mining business investors and the community of PT. SGE with the people of Jaboy Sabang Aceh. The conflict raised in this study started from the land dispute between the people as landowners and PT. SGE as an investor. In the beginning, the company's mining business has built communication with elites such as regional leaders, community leaders, religious figures, and related stakeholders, but did not touch the public interest as a party directly related to the company's operational area. From the perspective of intercultural communication, there is a lack of harmonious communication between enterprises and society. This research is conducted to identify and trace the process of intercultural communication to reduce uncertainty between the two parties based on the theory of uncertainty reduction, the theory of intercultural communication, the concept of conflict, conflict management, and conflict resolution. As qualitative research, the data was collected through in-depth interviews with informants from investors and community leaders in Aceh strengthened by observation. From the results of the analysis and discussion, the researchers found the fact that the company did not adhere to the principles in building intercultural communication and did not dive into the characteristics of the people of Aceh. PT. SGE temporarily halted the company's operations to complete licensing and fulfilling its commitment to the community. As a result of the conflict that occurred that once disrupted the operations of companies that carry the mission of the government in realizing information for the people of Aceh can walk back and get support from the community. Conflicts that occur have been resolved with the concept and model of conflict resolution. Thus what is the desire of the

Corresponding Author:- Dian Haerani

Address:- PhD Student of Doctoral in Communication Science, Sahid University.

community is bridged through open communication, consistent, committed so that mutually beneficial cooperation is established.

Copy Right, IJAR, 2021,. All rights reserved.

Introduction:-

The business and the community have a relationship that is very and needs each other. The harmonious cooperation between the two entities enables economic progress. The company is here to contribute to the progress of society. This linkage requires harmonious communication so that understanding is maintained. The presence of a company as an investor in a region or region is very meaningful for the progress of the area. Companies need community members to become partners, employees, and stakeholders. Before a company exists and operates in an area, it requires a process, social mapping, and an agreement so that friction does not occur until unwanted conflicts occur. The reality in people's lives shows that social friction to social clashes always takes place by taking various forms and touching almost all aspects ("frame of conflict") in community life (agrarian conflicts, natural resources, livelihoods, ideology, group-identity, territorial boundaries, etc).

Whatever form of social conflict that occurs as a result of social conflict, the consequences will always be the same, namely social stress, bitterness, social disintegration which is often accompanied by the destruction of various material and non-material assets. The most obvious destruction of various non-material assets is in the form of "decapitalization" of social capital, which is marked by the loss of trust between the warring parties, damage to networking, and loss of compliance with the rules of social norms and order that have been mutually agreed upon). As a result, it was as if everything that the conflicting residents had painstakingly built up and upheld, was easily ended because of social conflict. The series of social conflict events that took place in Indonesia in the last decade shows a real emphasis based on materialism, rather than based on post-materialism.

Social conflicts can occur at the level between power spaces. Experts in the field of social conflict argue that there are at least three spaces of power known in a social system, namely "state power space", "civil society or social-collectivity", and "the private sector" (Bebbington, 1997; and Luckham. , 1998). Social conflict also does not rule out the possibility of developing in every room or involving agency or inter-room power structures.

Referring to the model of social conflict with a power-space perspective from Bebbington (1997) above, in fact, the social conflict between "power holders" always plays in three forms, such as:

1. Citizens of civil society or the social collectivity head against the state and vice versa. In this space, social conflict takes the form of protests from community members over public policies taken by the state/government because they are considered unfair and detrimental to society in general. For example, a government policy to take over land for community settlements without considering the psychological, socio-economic, and customs aspects of the community concerned. On behalf of the public interest, a group of people suffers losses due to the unilateral policies of the government.
2. Social conflicts that occur between members of the community or social collectivity against the private sector and vice versa. An ever-relevant example is the ongoing (even today) "bloody feud" between local communities and multi-national mining companies in Papua. Multinational corporations with an unlimited capital and resource base easily control and exploit and explore land belonging to Papuan tribes as a consequence of state policies or political decisions with the corporation concerned. Although slowly the government's goodwill in the era of President Joko Widodo's leadership evaluated the share ownership and profit-sharing policies between corporations and the state and local governments, these policies did not necessarily remove the wounds in the hearts of the Papuan people.
3. Social conflicts that occur between the private sector face to face against the state and vice versa. Why not, the various actions were taken by the Government / State when guarding the course of a policy, often cost social to humanitarian costs so that this type of social conflict is unavoidable.

The problem as the focus of this research is the ongoing social conflict between Sabang Aceh civil society and the private sector or corporations investing in natural gas. What happened between the Sabang community and PT. SGE is categorized as a natural resource conflict, which is a social conflict centered on the issue of

“claiming and reclaiming” control of natural resources (land or water) which is rooted in unclear communication between the community and the company. Indeed, in many cases, natural resource conflicts coincide with agrarian conflicts, where a group of people fights for land tenure rights that are claimed as their own against the state, private bodies, or other social groups.

Conflict on any scale can grow as a result of crises experienced by individuals, organizations, corporations, and the wider community. How often any organization or corporation does not anticipate or predict the possibility of a crisis. Failure to anticipate or predict the possibility of a crisis will lead to a prolonged and difficult crisis to resolve. Therefore, every organization or corporation should not ignore the crisis and for that, it must have a series of readiness to face the crisis that occurs.

In historical records, almost all organizations, including multinational corporations, have experienced crises. Crises can take the form of mass strikes, fires, accidents, natural disasters, scandals, a takeover of company ownership by other parties, new adverse regulations, and many other forms. Particularly concerning the environment due to the presence of corporations, several crises that have occurred in other parts of the world that have occurred in Indonesia should be used as notes. The Chernobyl technology crisis in the USSR, Tylenol Capsules from Johnson & Johnson Company in America, to environmental pollution in Buyat Bay due to the presence of PT. Newmont Minahasa Raya, and many more crises show that no single organization in the world is free from risk.

The crisis that occurred stemmed from the mismanagement of risks from the business operations of a corporation. However, a crisis that is rooted in communication that does not take place harmoniously and smoothly can lead to further crises and mutually affect various sectors of life. When the root of the problem is successfully detected, the important thing that an organization or corporation can do is the ability and expertise to manage a crisis and include communication as an important part of resolving a crisis, so that the crisis does not drag on and get worse. To anticipate a crisis that is more complex and complicated, corporations should make various crisis preparation programs that can be applied so that the growing crisis does not destroy the existing system.

Many corporations were afflicted with crises but were able to rise again because they had a strategy in dealing with the crisis, both through communication strategies and management strategies and involving competent individuals who mastered their fields. If a crisis intersects with a communication process that does not go as expected, then the organization or corporation absolutely needs experts or experts who are competent in dissecting communication crises faced by the corporation. If this is not the case, then a crisis arising from unclear communication disrupts normal transactions and could threaten the survival or existence of the corporation.

Crisis in general, including communication crisis, is a situation that its arrival is unexpected, meaning that organizations generally do not expect that a crisis will emerge that can threaten its existence. As a threat, the communication crisis must be handled quickly so that the corporation can run normally again. Crisis brings surprise and at the same time can threaten the important values of the corporation and it takes a short and quick decision to take a policy that determines the survival of the organization or corporation. Management and communication will be tested in a crisis situation that has a high level of risk and creates uncertainty. A crisis is a large and unexpected event that has the potential to have a negative impact. A communication crisis if left unchecked can destroy the organization and employees, products, services, financial condition and reputation of an organization or corporation.

Generally, a crisis is seen as a situation or event that has more negative potential for the organization or corporation than the other way around. A crisis creates shock and at the same time can destroy the value order that the organization or corporation has held dear. A crisis is also an unstable situation where decisive changes threaten, both expected and unexpected changes will produce better results.

The description of the communication crisis above leads researchers to explore the phenomena faced by a mining corporation which then requires handling from the aspect of intercultural communication. The chronology of conflict between investors and the community is an introduction to the discussion that conflict can be resolved based on the principles and aspects of intercultural communication.

The initial interaction will greatly determine the smoothness of subsequent communication, especially when dealing with communicants who have differences with communicators. Intercultural communication occurs when members of a particular culture give messages to members of another culture. To be precise, intercultural communication involves interactions between people whose cultural perceptions and symbol systems are quite different in communication. In the conditions faced by corporations, the accuracy and suitability of intercultural communication strategies are absolutely necessary because the information conveyed is related to the interests of the wider community. Indeed, socialization is a communication process that involves communicators and communicants.

The crisis that occurred stemmed from the mismanagement of risks from the business operations of a corporation. However, a crisis that is rooted in communication that does not take place harmoniously and smoothly can lead to further crises and mutually affect various sectors of life. When the root of the problem is successfully detected, the important thing that an organization or corporation can do is the ability and expertise to manage a crisis and include communication as an important part of resolving a crisis, so that the crisis does not drag on and get worse. To anticipate a crisis that is more complex and complicated, corporations should make various crisis preparation programs that can be applied so that the growing crisis does not destroy the existing system.

Many corporations were afflicted with crises but were able to rise again because they had a strategy in dealing with the crisis, both through communication strategies and management strategies and involving competent individuals who mastered their fields. If a crisis intersects with a communication process that does not go as expected, then the organization or corporation needs experts or experts who are competent in dissecting communication crises faced by the corporation. If this is not the case, then a crisis arising from unclear communication disrupts normal transactions and could threaten the survival or existence of the corporation.

To build understanding between investors and local Acehnese, what is needed is the ability of intercultural adaptation between the various parties involved. Every time humans will always be different when interacting. However, existing differences can be adjusted to form mutual understanding. Willingness to adapt amid differences is a basic element that must be built by each party, as well as between companies as investors and local communities as residents of the land where the company's operations are carried out. Communication processes and actions are vital and at the same time beneficial to the community as a serious effort so that the community understands the benefits of the project and its impact on the surrounding environment, the waste generated from the project on clean water sources, community plantations and the environment where residents live. The socialization is of course addressed to all residents around the project and the community and district/city / provincial governments by involving PT. SGE as the person in charge of the project, the Environmental Office of Sabang City, and the Department of Energy and Mineral Resources of Aceh Province. In the socialization process, PT. SGE has to convey information to the community about the benefits of the project for the community and also to disseminate various impacts on the surrounding environment. In the socialization process, it should be carried out with careful consideration and based on appropriate communication strategies and processes, and under the situation and conditions of the community being faced. Communication is built as an important tool to solve various problems, but it needs to be explained that communication does not automatically solve all existing problems. There are times when communication can cause problems. The communication process can be referred to as social interaction through messages, as stated by Gerbner, 1966 in Miller, (2005: 4), namely: "Communication is social interaction through symbols and messages system".

Review Of Related Literatures:-

Researcher traced 20 previous studies, all of which had the theme of conflict resolution, both at the local and regional levels. Of the twenty studies that have been published, some of them are research entitled *Managing Conflict in Organizations*, Fricila Febriyanti: *Barriers to Intercultural Communication among the Flores and Lombok Tribe in Bukit Makmur Village, Kaliorang District, East Kutai Regency*; Lavinia Yuni Hartati. M: *The Role of Intercultural Communication in Overcoming Miscommunication Between Students; Conflict Resolution with Modern Scientific Approaches and Traditional Models Based on Local Knowledge (Case in Gadingan Village, Sliyeg District, Indramayu Regency)*; *Conflict between ethnic Samawa and Ethnic Balinese: Socio-Political Overview and Conflict Resolution Efforts*; *Conflict Resolution through the Pela Gandong Local Wisdom Approach in Ambon City*; *Conflict between Local Communities and Mining Companies (Case Study of Naga Juang District, Mandailing Natal district, North Sumatra)*; *Effective Intercultural Communication*; *Conflict Resolution Management of Cokro Tulung Springs, Klaten Regency*; *Conflict and Conflict Resolution: Comparisons in Sambas and Sampit*;

Conflict resolution based on Chinese-Javanese culture in Surakarta; Conflict Resolution on Regional Borders of Gorontalo District-North Gorontalo District; Cross-Cultural Communication in Conflict Resolution Based on Malay and Madurese Customary Institutions in West Kalimantan.

All previous research or studies illustrate how intercultural communication and conflict resolution are two things that have the same goal. It is even more emphatic if the strengths and uniqueness of the culture in a place and society are used as guidelines and guidelines in conflict management. Every conflict resolution requires a communication process including intercultural communication. The intercultural communication that is the focus of this research is the basis for conflict resolution in land disputes between investors and local communities. The theories used in previous studies emphasize how intercultural communication is a critical element of successful conflict resolution. All studies were conducted qualitatively and the results proved that intercultural communication and conflict resolution presuppose each other

In communication science, there are twelve basic principles of communication, and one of them reads "the more similar the socio-cultural background, the more effective communication is" (Mulyana, 2010). This principle implies that the more differences one has, the easier it is to ignite conflict between communicating people. The sound of the communication principle emphasizes that effective communication is communication that involves the expectations of the communicating participants. However, there are never two human beings who are the same, again identical even though they are born and raised in the same family, are given the same food, and are educated in the same way. But the similarity in certain things, for example, religion, race (ethnicity), language, education level, or economic level will encourage people to be attracted to each other which in turn by this similarity the communication between them becomes more effective. The similarity of language, in particular, will make it easier for communicating people to reach a common understanding compared to people who do not understand the same language. In the context of this research problem, the communication principle does not materialize at all in the communication activities between the parties involved. Thus what happens is a disagreement and leads to conflict so that it is needed by both parties to reduce uncertainty.

Intercultural Communication Process Intercultural communication is a communication that is symbolic, interpretive, transactional, and processes in a context with a degree of difference between people that is so wide and important that it reaches not only race or ethnicity, but the culture in interpreting intercultural symbols (Lustig & Koester in Liliweri, 2018: 417). In essence, the process of intercultural communication is the same as other communication processes, namely an interactive, transactional, and dynamic process. One example is: interactive intercultural communication is communication carried out by the communicator with the communicant in two directions or reciprocally. Communicants in intercultural communication are those who receive certain messages, they become the purpose or target of communication from other parties (communicators). The purpose of communication will be achieved when the communicant receives messages from the communicators and pays attention to and receives the message as a whole. To understand the concept of intercultural communication more comprehensively, the following intercultural concepts can be used as a basis for 1. Intracultural communication (the smallest part of intercultural communication) is communication between members who have the same culture which includes all forms of communication between members of the same race or other ethnic groups. 2. Inter-racial communication is communication that occurs between members of different races (which is determined by differences in physical characteristics, therefore inter-racial communication is inevitably intercultural communication). 3. Inter-ethnic communication is communication between members of the same race but with different ethnic backgrounds. 4. International communication, namely communication between nations and governments that overcomes interpersonal communication. 5. Cross-cultural communication is a study that studies some concepts or concepts in many cultures and then compares the concept, as an interesting concept from one culture to another. 6. Intercultural communication includes interactions between people from different cultures (Liliweri, 2018: 417).

By understanding the intercultural concept above, it is clear that communication involving heterogeneous people can be understood as a process of intercultural communication. In the process of communicating messages containing thoughts, ideas, or ideas, feelings are sent by the communicator to the communicant in the form of symbols. A symbol is something that is used to represent a specific purpose. In the intercultural communication model, the message is what is emphasized or transferred by the communicator to the communicant. The attractiveness aspect of the message is not enough, but the message also needs to be treated. The choice of content and treatment of messages depends on communication skills, attitudes, level of knowledge, position in the social and cultural system. Following are the elements of the intercultural communication process (Liliweri, 2003: 25-31)

Communicators

Communicators in intercultural communication are rich in communication, meaning that they will initiate certain information to certain parties called communicators. In intercultural communication, the communicator comes from a certain cultural background, for example, culture A is different from communication with culture

Communicants

Communicants in intercultural communication are those who receive certain information. He becomes the goal/target of communication (communicator) of the other party. In intercultural communication, a communicant comes from a certain cultural background, such as culture B.

Message

The message is information that is emphasized by the communicator/sender to the communicant/receiver. Every message has at least two main aspects namely content and processing. Information content includes aspects of information attractiveness, such as novelty, controversy, argumentative, rational, and even emotional. The attractiveness of information is not enough, but the information also needs to be processed. The processing of this information is related to the interpretation or arrangement of the contents of the information by the information disseminator.

Media

In the process of intercultural communication, the media is the place, the channel through which messages or symbols are sent through written media and mass media. However, sometimes the messages are not sent through the media, especially in face-to-face intercultural communication.

1. Effects and feedback

Humans exchange information because they hope to achieve communication goals and functions. The purposes and functions of intercultural communication include providing information, explaining/describing something, providing entertainment, asking for opinions, or changing the attitude of the communicator. In this process, a feedback reaction called feedback is usually required. Feedback here is understood as a response from the communicator to the communicant for the message that has been conveyed. If there is no feedback on messages in intercultural communication, the communicator and the communicant cannot understand the thoughts and feelings that are sometimes contained in the message.

2. Atmosphere (Setting and Context)

One of the most important factors in intercultural communication is the atmosphere which is sometimes called the setting of communication, namely the place (space, space) and time (time) and the atmosphere (social/psychological) when intercultural communication takes place.

3. Communication that takes place in a certain space and time usually has its theme. In a formal atmosphere, the message conveyed is formal. Likewise, when communication occurs in an atmosphere of grief, the messages conveyed and processed are all mourning. So the context of the atmosphere also supports the tone of the speech and the way the actors communicate.

4. Distraction (Noise or Interference)

Disturbances can occur in intercultural communication, namely, anything that blocks the rate of messages being exchanged between communicators and communicants, or the most fatal is deciphering the meaning of intercultural messages. The disturbances faced can prevent the communicant from receiving messages and message sources. Disturbance (noise) is said to exist in a communication system when the message is different from the message received.

Functions and Objectives of Intercultural Communication

Communication never takes place without a message exchange process. The message exchange process here has a specific function and purpose. In the context of the intercultural communication process, there are also functions and goals in it, as stated by Alo Liliweri, namely:

Personal Functions

Personal functions are communication functions that are shown through communication behavior that comes from an individual.

1. Declare Social Identity

In the intercultural communication process, several individual communication behaviors are used to express social identity. The behavior is expressed through language actions both verbally and nonverbally. From this language behavior, self and social identity can be seen.

2. Declare Social Integration.

The essence of the concept of social integration is to accept the unity and unity between individuals, between groups, but still recognizing the differences that each element has. In the case of intercultural communication involving cultural differences between communicators and communicants, social integration is the main goal of communication.

3. Increase Knowledge

Often interpersonal communication and intercultural communication increase shared knowledge and learn from each other's cultures.

4. Escape or Way Out

Humans communicate with each other to escape or find a way out of the problem at hand. Such communication options are called communication which functions to create complementary and symmetrical relationships.

5. Complementary relationships are always carried out by two parties having different behaviors. One's behavior serves as a complementary behavioral stimulus from another. In complementary relationships, the difference between the two parties is maximized. Conversely, an asymmetrical relationship is carried out by two people who reflect on each other's behavior.

Social Functions

a. Supervision

The first social function is supervision. The practice of intercultural communication between communicators and communicants of different cultures functions to monitor each other. In every intercultural communication process, this function is useful to inform "developments" about the environment. This function is mostly carried out by the mass media which routinely disseminate the development of events that occur around them even though these events occur in a different cultural context.

b. Bridge

In the intercultural communication process, the communication function carried out between two people of different cultures is a bridge for the differences between them. The function of bridging can be controlled through the messages they exchange, both of which explain the different interpretations of a message to produce the same meaning.

c. Value dissemination

The function of socialization is a function of teaching and introducing the cultural values of a society to other communities.

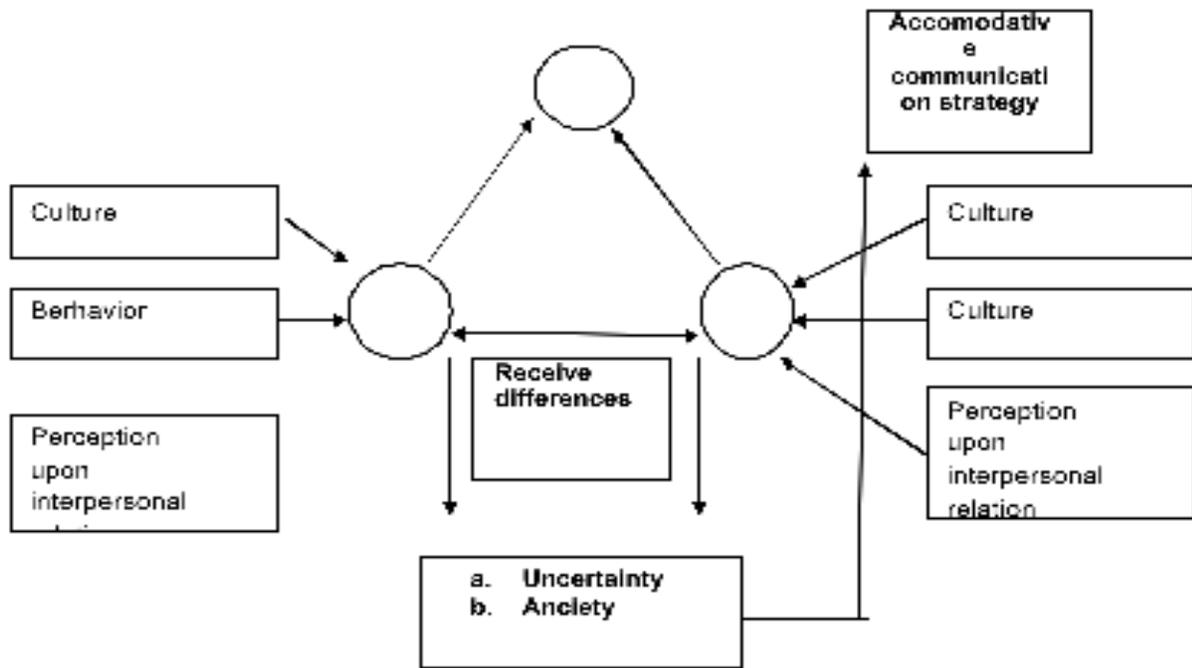
d. Cheer up

The function of entertaining also often appears in the process of intercultural communication. Another purpose of intercultural communication is to deliver knowledge competencies that differences in socio-cultural backgrounds can result in ineffective communication processes. It not only emphasizes how people from different socio-cultural backgrounds speak, but how they act between people and how they follow hidden rules that govern the behavior of members of society who have rules of different social and cultural values. By studying intercultural communication it is hoped that:

1. Understand how different cultural backgrounds affect communication practices.
2. Identifying difficulties that arise in intercultural communication.
3. Improve verbal and nonverbal skills in communication.
4. Making communicators able to communicate effectively.

Intercultural Communication Model

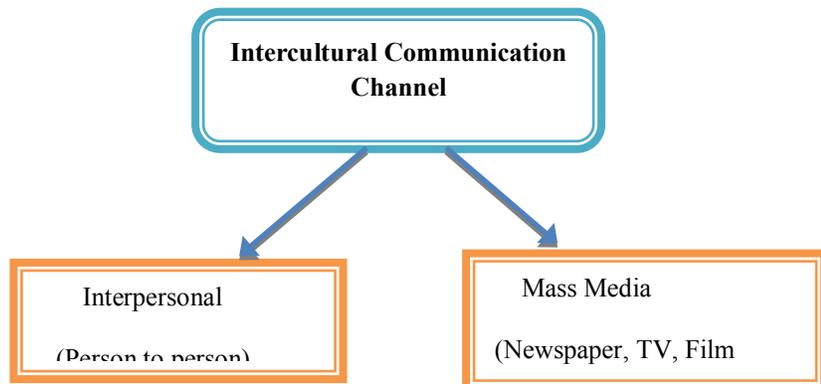
Intercultural communication occurs when the message producer is a member of one culture and the recipient of the message is a member of another culture. Culture is responsible for the entire repository of communicative behavior and meaning that each person has. Consequently, the treasures owned by two people of different cultures will also be different, which can cause all kinds of difficulties. Intercultural communication occurs in a wide variety of situations ranging from interactions between people of different cultures to extremes of interactions between people who share the same dominant culture but have different subcultures or subgroups. Intercultural communication refers to communication between people from different cultures between people who have different cultural beliefs, values, or ways of behaving.



Picture 1.1:- Intercultural Communication Model.

The picture above shows that A and B are two people with different cultural backgrounds because they have different personalities and perceptions of interpersonal relationships. When A and B have a conversation that is what is called intercultural communication because two parties "accept" the differences between them, so it is useful to reduce uncertainty and anxiety in interpersonal relationships. Decreased levels of uncertainty and anxiety in interpersonal relationships. The reduced level of uncertainty and anxiety can be a motivation for accommodative communication strategies. The strategy is also produced because of the formation of a new "culture" (C) that psychologically pleases the two people. The result is adaptive communication, where A and B adapt to each other as a result, resulting in effective interpersonal-intercultural communication.

After understanding the meaning, purpose and function, and process of intercultural communication, it can be clearly understood that intercultural communication is one of the studies in communication science that has three basic dimensions that need the attention of actors who are and will communicate. The three basic dimensions are described below.



Picture 1.2:- Three dimension of Intercultural Communication

Uncertainty Reduction Theory

The theory of uncertainty reduction or uncertainty reduction theory is a theory that is rooted and developed in a social psychological perspective or tradition with an emphasis on the basic processes of how people increase their knowledge of others. The assumption of this theory is when people want to be able to predict the behavior of others and then that person will be motivated to seek information about other people. Talking about this theory is also never separated from what was stated by L.H Turner and R. West (2010), which are called seven assumptions and seven axioms of interpersonal communication which can then be applied in intercultural communication. Thus, as described above, this theory discusses the basic process of how we get to know other people. When we meet a stranger, we may have a desire to reduce uncertainty about that person.

This theory explains how communication is used to reduce uncertainty between strangers who are involved in conversations with each other when they first meet. Their main focus is to reduce their level of uncertainty in the situation because uncertainty causes discomfort. People can experience uncertainty on two levels, namely cognitive and behavioral levels. Then they may be unsure of what they think of other people and what other people think of them. High levels of uncertainty are associated with a variety of verbal and nonverbal behaviors (West & Turner, 2007: 167). The reduction of uncertainty through cognitive pathways is related to our thinking in the process of initiating a relationship, whereas behavioral uncertainty is related to the extent to which behavior can be predicted for a given situation.

To reduce uncertainty, Littlejohn (2011) describes four dimensions in the interaction process and can be applied in encounters with strangers and according to the authors can be applied in this study, namely:

1. **Personal Layer:** namely a sense of his existence in social situations. For example, a mining engineer with work equipment while on a mining site clearly describes his identity. The unique appearance and supporting equipment also strengthen the way the engineer places himself and interacts with other people, including the community around the mining site.
2. **Enactment Layer:** the knowledge of others about a mining engineer above is based on what the engineer is doing when he is at the exploration point, operating typical mining equipment. Thus a person is known from what has been used and the elements supporting his behavior and profession every day, including the unique language of that person's activities.
3. **Relational,** who the engineer is about other individuals, is about how an engineer will position himself in a social environment and behave like someone who understands and understands and is considered to know everything about the mining world. Many people may ask about the ups and downs and challenges and the continuity of the mining business from year to year.
4. **The Communal ranks** are tied to the larger group or culture. Mining engineers have a larger community to protect their profession by becoming members of the Association of Mining Engineers covering their specialties (such as mud analysts, geothermal specialists, etc.). This is done to strengthen the cooperation of mining engineers in carrying out their professional obligations. The dimensions above were developed by the authors with the focus of this research.

Uncertainty Reduction Theory or sometimes known as initial interaction theory was pioneered by Charles Berger and Ricard Calabresse in 1975. Berger and Calabresse (in West and Turner, 2013: 173-175) describe that when foreigners for the first time meet, then at that time they try to improve their ability to predict to express feelings from the communication experience between them. Communication is a tool to reduce a person's uncertainty, especially for people who do not know each other, thus when the uncertainty is reduced, an atmosphere that is conducive to the improvement and development of interpersonal relationships will be created.

In this theory, two types of uncertainty can be experienced by anyone, namely cognitive uncertainty and behavioral uncertainty. Morissan (2010: 88) explains that cognitive uncertainty refers to the level of uncertainty about a person's beliefs or attitudes. Meanwhile, behavioral uncertainty deals with how far people can predict behavior in certain situations. Uncertainty is a condition that causes discomfort for everyone who experiences it. In such conditions, people will be motivated to reduce this uncertainty. Em Griffin (2011: 125) describes three main factors that trigger a person to reduce the uncertainty they experience, namely: (a) anticipating the next interaction because they will meet again with that person, (b) there is an incentive value because he feels the person has something desired, (c) there is a deviant attitude from the person he just met.

Like other theories, the theory of uncertainty reduction is also built on various assumptions that illustrate the views of the originators of this theory. The assumptions of this theory are:

1. Individuals experience uncertainty in an interpersonal setting when communicating with strangers.
2. Uncertainty is an unwelcome situation and can cause cognitive stress because a person needs a large amount of energy to deal with the situation.
3. When two strangers meet and engage in conversation, they will try to reduce uncertainty or increase predictability (the ability to predict the other party). To increase predictability, a person needs to seek information by asking the person he just met. The more interactions that occur, the less uncertainty will be.
4. Interpersonal communication is a process that develops after going through several stages or phases. The first is the initial phase, which is the initial stage when someone starts interacting with new people who are just known. The second phase is personal, namely, the stage when they communicate more spontaneously and begin to reveal more individual information. The personal stage can occur simultaneously with the initial stage but generally occurs after several interactions. The three final phases, namely the stage when a person decides to continue the relationship that has occurred or ends the relationship.
5. Interpersonal communication is the main tool for reducing uncertainty.
6. The amount and nature of information a person has changed over time because interpersonal communication develops gradually and initial interactions are an important element in the process of developing interpersonal relationships.
7. We can predict the behavior of a person based on their similarity in character to people who have the same lifestyle (in West and Turner, 2013: 150).
8. In addition to the assumptions that describe the views of the discoverers or theorists, there are also axioms related to certain theories. Regarding the Uncertainty Reduction theory, it is known that there are nine axioms put forward by Berger and Calabrese (in West and Turner, 2013: 153-155), namely:
 - a. High uncertainty at an early stage in communication will encourage an increase in verbal communication between people who do not know each other so that the level of uncertainty decreases.
 - b. In the early stages of an interaction, as nonverbal communication increases, uncertainty decreases.
 - c. High levels of uncertainty will increase efforts to seek information about the behavior of others.
 - d. The high level of uncertainty in a relationship causes a decrease in the level of familiarity of the communication content.
 - e. A high level of uncertainty results in a high degree of reciprocity.
 - f. The similarities or similarities that exist between communicants and communicators will reduce the level of uncertainty.
 - g. The increased uncertainty will reduce the interest to interact with each other, and vice versa, namely the decreased level of uncertainty will increase the attraction.
 - h. The higher the level of interaction intensity between parties communicating with each other will reduce the level of uncertainty.
 - i. The higher the level of uncertainty, the lower the satisfaction in communicating.

In an effort and process to reduce uncertainty Berger (in West and Turner, 2013: 184), recommends three strategies:

1. Passive strategy by observing someone new know when that person is doing something or reacting to something because of someone else. Observations made by the parties involved in intercultural communication activities are a form of passive uncertainty reduction strategy.
2. Active strategy by doing something to find out about someone, without directly dealing with that person. For example, by asking other people who already know that person, or seeking information through the mass media,
3. The interactive strategy is through direct interaction and communication with people we have previously sought information about.

Uncertainty reduction theory has advantages and is one of the theories that cross disciplines (heurism), has a high value of logical consistency, and can be used for both present and future studies. Also, this theory is the only communication theory that specifically studies the initial encounter between humans who communicate with each other. Apart from the advantages it has, this theory is also inseparable from its weaknesses because it is considered less useful. After all, reducing uncertainty about oneself and others in some initial encounters is not the main goal. The main goal is to maximize the results of interpersonal relationships. When it is associated with a relationship between two or more parties in the context of intercultural communication, the main goal is an understanding between the two parties.

Communication Crisis

Communication is not a panacea, and without a genuine desire to resolve a conflict, it will intensify the disagreements of the parties in moderating a conflict. In a study published more than forty years ago, Krauss and Deutsch (1966) tried to solve the problems faced by building communication. Communication can reduce various cross disputes faced by the community.

In essence, a communication crisis occurs when something threatens the reputation of a person or organization, for that it needs to be managed properly. A communication crisis can also describe a condition when the communication system is in shock, even disorder. If a crisis cannot be resolved, this single crisis will give birth to a new crisis, resulting in a "multiplication of crises" which then becomes increasingly difficult to overcome. Every crisis requires its coping patterns. An understanding of each crisis can help communicants to anticipate problems and respond to them wisely. According to experts, communication crisis management techniques generally recognize three phases, namely pre-crisis, crisis, and post-crisis. However, other experts suggest that everyone needs to understand that crises that produce conflict need special attention, which is known as conflict resolution. In this context, the phase of a crisis usually consists of pre-crisis, crisis, management, resolution, and evaluation.

In the pre-crisis phase, communication actors need to prepare plans by approaching stakeholders to build mutual understanding so that this phase does not lead to a further phase that is difficult to control. After successfully building a common understanding, the actors can find and identify sources of the crisis based on information from people, media, other organizations, or from within the organization itself. Problem identification can be gathered through existing information, distinguishing which information is accurate and which is just a rumor, coordinating and verifying everything that has the potential to cause a crisis. The aim is to empathize with, explain, and simply inform the public about the risks that occur through a spokesperson who can explain the real situation and conditions to various parties. Every crisis needs to be managed by taking into account the various conditions surrounding the organization of the parties to be able to recommend what should be done so that the crisis does not spread everywhere.

Once managed, a crucial and decisive phase is to resolve the crisis at hand. The crisis is accepted, managed, and addressed wisely and carefully so that all parties feel calm and take an anticipatory attitude towards other conditions that may occur. Then in the final phase, the organization needs to evaluate whether the situation is normal and interpersonal communication within the organization has been running properly or not. The effectiveness of communication between humans is a measure of whether the organization operates in a conducive and normal manner. (US Department of Health and Human Services, 2019).

An article on crisis and emergency risk communication (CERC) (Centers for Disease Control and Prevention, 2014; Reynolds, 3 Barbara J.; Galdo, Julia Hunter; Sokler, 2002; Reynolds & Quinn Crouse, 2008; Reynolds & Seeger, 2005; Veil et al., 2008) stated the principles in overcoming communication crises and these principles can be applied in the context of this research. Six main principles can be applied in the formulation and practice of communication. The six principles are Be First, Be Right, Be Credible, Express Empathy, Promote Action, and Show Respect.

1. Be First.
2. Selnow and Seeger (2008) suggest that one of the characteristics of a crisis is that it requires urgency in handling it. This indicates a sense of urgency from an event that is categorized as a crisis. The time aspect, then, is very important in crisis management. The context for circulating information generally circulates very quickly. There is so much information circulating from hour to hour (even minute to minute). For this reason, communicators need to ensure that the public gets first and accurate information regarding what is being faced.
3. Be right. One of the characteristics of the crisis is the presence of uncertainty (uncertainty). The principle of being right is part of the effort to overcome the uncertainty problem. In this case, apart from needing to be delivered quickly, communication messages in CERC need to be conveyed accurately. The aspect of information accuracy is not difficult because at the same time the crisis management communication team needs to balance the speed and accuracy of the information. Failure to maintain a balance between these two can be fatal. The principle of information accuracy is necessary because the success of communication in times of crisis can also be seen from the extent to which it can overcome uncertainty along with rumors and hoaxes (Vaughan & Tinker, 2009). 3. Be credible. In many kinds of literature on communication, this aspect of credibility is often discussed (Abraham, 2011; Holmes, 2008; Siegrist & Zingg, 2014; Vaughan & Tinker, 2009). In the CERC model, public trust results from an open and empathetic communication process (Centers for Disease Control and Prevention, 2014). The credibility of the communication team is mainly related to the

extent to which they are open to the public about the information they know and do not know. Complete information will be an important asset for the community to behave and make sensible decisions. Restrictions, especially the delivery of dishonest information, in turn, will only reduce public confidence in authorized communicators. Credibility is also important in exploring relationships with journalists so that the relationship between the two can be mutual (Wibawa, 2018)

4. Express Empathy. If the essence of credibility is openness and honesty, then the principle of empathy is mainly related to the concern and partisanship of the government for the community.
5. Promote Action. Continuing the principle of empathy, rather than delivering statements that seem positive but trivializing the problem, the communicator is better off delivering concrete suggestions about what needs to be done or prepared to face a crisis. However, what is important to note is that the public will follow the government's recommendations if the government can build public trust (Siegrist & Zingg, 2014) which in CERC can be achieved through the principles of fast, accurate, credible, and empathetic communication as written. of the four principles above.
6. Show respect. To ensure that communication can be carried out effectively, communicators need to appreciate the various expressions and experiences of society in dealing with crises. This respectful attitude will encourage stronger cooperation between various stakeholders in the effort to deal with the crisis. Awards, in this case, must be carried out sincerely and not only aimed at building an image which is often the main goal in communication activities with the public from many government agencies (Alfiani; Enjang; Betty, 2018).

These six principles deserve to be considered and applied as a communication model for dealing with crises on a small and large scale, including other crises that may be approaching in the future. If all the principles described can be implemented and applied in any crisis condition, harmony between the communicator and the communicant will undoubtedly be achieved.

Conflict Between Corporations and Communities

Conflict is a condition that cannot be avoided in human life. Likewise with the life of an organization or corporation. Members who are members of the corporation are always faced with conflicts. Changes or innovations that develop in organizations or corporations, especially in interactions with communities outside the corporation, are very susceptible to conflict (destructive), especially if they are not accompanied by an adequate understanding of developing ideas. Putnam & Poole, 1987 in Miller, 2009: 160 defines conflict as: "The interaction of interdependent people who perceives the opposition of goals, aims and values, and who sees the other party as potentially interfering with realization of the goals".

A conflict can arise as a result of understanding the content or content of information conveyed and transmitted within the organization or corporation. In overcoming conflict, conflict management is necessary. Content in communication is the content or message content conveyed in the communication process, including those that take place within organizations, especially corporations. There are at least three (3) types of communication content that flows within the organization, namely those related to task communication, innovation (innovation communication), and maintenance (social) social communication (Farrace, Monge & Russell, 1977 in Miller, 2003: 39).

The content of the assignment is related to assignments given by superiors to subordinates. In the context of this study, the content of the assignment concerns the communication process between companies in dealing with communities and local governments. Content related to innovation and development, provides space in the flow of communication in various directions, to get the best results, through the form of teamwork. When dealing with local governments, local communities, and related stakeholders, communicators who represent the management of the corporation can apply innovative communication methods that have never been done by other parties before. Content related to maintenance is developed by providing space for organizational members to convey ideas to superiors, as well as complaining about work problems or other matters that will affect the achievement of organizational goals. This means that communication actors in the field can provide input or suggestions to corporate management by the real situation and conditions faced by the community in the field.

Furthermore, when faced with conflict, conflict management is very influential for members of the organization or corporation. Organizational or corporate leaders are required to master conflict management so that conflicts that arise can have a positive impact on improving the quality of the organization. Conflict management is a series of actions and reactions between actors and outsiders in a conflict. Conflict management includes a process-oriented approach that directs the form of communication (including behavior) of actors and outsiders and how they affect their interests

and interpretations. For outside parties (outside the conflict) as a third party, what is needed is accurate information about the conflict situation. This is because effective communication between actors can occur if there is trust in third parties (Miller, 2009: 162).

The source of conflict in the organization according to Miller (2009: 170 - 172) can be seen from several factors, including:

1. Allocation of scarce resources

Because the resources owned by the organization are limited/scarce, it needs to be allocated. In the allocation of resources, a group may receive less than another group. This can be a source of conflict.

2. Difference in purpose.

An organization usually consists of various parts that can have different goals. The different objectives of the various sections can lead to conflict if there is a lack of coordination.

3. Interdependence in carrying out work.

The organization is a combination of various interacting parts. As a result, the activities of one party may be detrimental to the other and this is also a source of conflict.

4. Differences in values or perceptions

Differences in goals are usually accompanied by differences in attitudes, values, and perceptions that can lead to conflict.

5. Other causes.

In addition to the cases above, other causes that may cause conflict in the organization, such as a person's style of work, organizational ambiguity, and communication problems.

In the context of this dissertation research, the conflict that occurred between the company and the Sabang Aceh community was caused by a communication process that did not run harmoniously and comprehensively, resulting in uncertainty between the two parties.

Conflict Management

Conflict is something that cannot be avoided in life. Even throughout life, humans are always faced with and struggling with conflicts. Likewise with organizational life. Organizational members are constantly faced with conflict. Changes or innovations are very susceptible to conflict (destructive), especially if they are not accompanied by an adequate understanding of developing ideas. Conflict can occur in a variety of circumstances and at various levels of complexity. For that conflict requires proper management which is known as conflict management.

Conflict management is very influential for members of an organization or institution or corporation. Leaders of organizations, institutions, or corporations are required to master conflict management so that conflicts that arise can have a positive impact on improving the quality of the organization, institution, or corporation concerned.

Conflict management is a series of actions and reactions between actors and outsiders in a conflict. Conflict management includes a process-oriented approach that directs the form of communication (including behavior) of actors and outsiders and how they affect their interests and interpretations. For outside parties (outside the conflict) as a third party, what is needed is accurate information about the conflict situation. This is because effective communication between actors can occur if there is trust in third parties.

According to Ross (1993), conflict management is the steps taken by actors or third parties to direct disputes towards certain outcomes that may or may not produce an end in the form of conflict resolution and may or may not produce calm, positive, creative things, consensus, or aggressive. Conflict management can involve self-help, cooperation in solving problems (with or without third party assistance), or decision making by third parties. A process-oriented approach to conflict management refers to the communication patterns (including behavior) of actors and how they influence the interests and interpretations of the conflict.

Similar to the conflict management process described above, conflict management includes several steps, namely: acceptance of the existence of conflict (avoided or suppressed/ignored), clarification of the characteristics and structure of the conflict, conflict evaluation (if it is useful then it is followed by the next process) determine the actions required to manage conflict, and determine the role of planners as participants or third parties in managing conflict.

Strategy for Coping with Conflict

The emergence of conflict does not always have a negative meaning, meaning that if a conflict can be managed properly, it can make a positive contribution to the progress of an organization. Some of the strategies for overcoming conflict include:

1. Contending (competing), namely trying to implement a solution that is preferred by one party or the other;
2. Yielding (yielding), namely reducing one's aspirations and being willing to accept less than what is desired;
3. Problem Solving (problem-solving), which is looking for alternatives that satisfy the aspirations of both parties;
4. With Drawing (withdrawing), which is choosing to leave a conflict situation both physically and psychologically. Withdrawing involves ignoring controversy.
5. Inaction (silence) does not do anything, where each party waits for the next step from the other party, who knows how long.

Conflict can be said as opposition or disagreement between people, groups, or organizations, which is caused by various developments and changes in the field of management as well as causing differences of opinion, belief, and ideas.

According to Johan Galtung, there are three stages in conflict resolution, namely: **First**, Peacekeeping, namely the process of stopping or reducing acts of violence through a military intervention that plays a role as neutral peacekeepers. For example, the United States and NATO have intervened militarily in an attempt to end the conflict in Kosovo. Because of the effective US leadership in NATO, the US allowed NATO to launch attacks on Serbia and force it out of Kosovo. Then the US implemented the UN Security Council resolution No. 1244 of 1999 which placed Kosovo under the UN mandate.

Second, peacemaking, which is a process whose aim is to bring together or reconcile the political attitudes and strategies of the conflicting parties through mediation, negotiation, arbitration, especially at the elite or leadership level. In connection with this case, the disputing parties are brought together to obtain a settlement by peaceful means. This is done by presenting a third party as the enforcer, but the third party does not have the right to determine the decisions taken. The third-party only intervene if there is a heated atmosphere between the conflicting parties who are currently negotiating.

Third, peace building is a process of implementing social, political, and economic change or reconstruction for the sake of creating lasting peace. Through the peace building process, it is hoped that negative peace (or the absence of violence) will turn into positive peace in which people feel social justice, economic welfare, and effective political representation. What is faced at the international level can be implemented at the local or national level.

Definition of Conflict

What exactly is conflict? Liliweri (2018: 425) describes conflict through two explanations, first, that conflict can mean war, battle, armed conflict. It is explained that acts of competition or contention are not reconcilable; Antagonistic circumstances or actions (such as differences in ideas, interests, or differences with others) include conflicts between principles. Then, mental battles resulting from conflicts between internal and external needs urges desires, or demands that do not make sense, such as a person's conscience, go against the task at hand. Conflict can also be described as people who become opposites or forces who cause dramatic action in a drama or fiction.

Second, conflict refers to some form of friction, disagreement, or dispute that arises in a group when the beliefs or actions of one or more group members are opposed / unacceptable by one or more other group members. In this context, conflict can occur between members in the same group which is known as intragroup conflict, or it can occur between members of two or more groups and involves violence, interpersonal disputes, and psychological tension, which is known as intergroup conflict. Conflict within groups often follows a certain mode. Generally, the beginning of conflict begins with the disruption of routine interactions within the group, which is often caused by differences of opinion, disagreement between members, or scarcity of resources. At this point, the groups are no longer united and may split into coalitions. This period of increased conflict has, in some cases, given way to a stage of conflict resolution where the group can then return to normal group interactions.

Indeed, there is no universally accepted, standardized, and nuanced definition of conflict. However, conflict is generally defined as an interactive process that manifests as incompatibility, disagreement, or dissonance within or between social entities (i.e., individuals, groups, and organizations). Some of the elements that may be present in a

conflict are conflicting interests between the parties, recognition of these conflicting interests, and the belief by each party that the other party will thwart or have thwarted its interests, that conflict is a process, and that action by one or both parties may hinder the achievement of goals. Competition is part of the conflict. Conflict can be placed along a continuum from cooperative conflict to competitive conflict. Cooperative conflict occurs when both parties receive satisfactory results; Competitive or zero-sum conflict occurs when one party wins and the other loses. Most managerial conflicts are characterized by cooperative and competitive aspects, namely mixed-motive conflicts. (Rahim, 2001: 33). Conflicts can be classified based on the source or conditions that preceded the conflict. Thus, conflicts can be classified into 10 types: affective conflicts, substantive conflicts, conflicts of interest, conflicts of values, conflicts of purpose, realistic versus non-realistic conflicts, institutional versus non-institutional conflicts, retributive conflicts, misattributed conflicts, and conflicts. refugees. Conflicts can also be classified according to their level of origin - such as intrapersonal, interpersonal, between groups, and between groups. Classification of conflict according to organizational level suggests that conflict analysis at different levels can be effective depending on the nature of the problem. Interpersonal conflict-handling styles can be classified as integrating, obliging, dominating, avoiding, and compromising. These forces can be adjusted according to the integrative (integration - avoidance) and distributive (domination - domination) dimensions.

In line with the above understanding, there is also another definition of conflict, which is a social process that takes place by involving people or groups who challenge each other with threats of violence. From a sociological perspective, conflict is defined as a struggle to obtain rare things such as value, status, power, etc. where their goal conflict is not only to gain benefits but also to subdue their competitors. Conflict can be defined as a clash of strengths and interests between one group and another in the process of seizing relatively limited social resources (economic, political, social, and cultural).

In the following, various conflict definitions are presented to enrich the knowledge of the conflict.

1. Conflict is the condition of objective incompatibility between values or goals, as the language of deliberately interfering with another's goal achievement, and emotional in terms of hostility (Luthans, 1985: 386).
2. Conflict is a process in which an effort is purposely made by A to offset the efforts of B by some form of blocking that will result in frustrating B in attaining his or her goals or furthering his or her interests (Robbins, 1996: 428).
3. Dean G. Pruitt and Feffrey Z. Rubin interpreted conflict as a perception of differences in interests (perceived divergence of interest) or a belief that the aspirations of conflicting parties cannot be achieved simultaneously. Conflict can occur in a variety of circumstances and varying degrees of complexity.
4. Conflict is a dynamic thing. That is, the activities of individuals, families, government, business, and the industrialization process always interact in the process of social contact as a single system. Conflict can be expanded if it can be seen as a media and potential energy for the actualization process to form cooperative behavior (consensus), both at the personal and institutional level. This is because the conflict in all situations always contains positive and negative elements, as argued by Lewis Coser (1956: 23). The negative element is that the conflict cannot reach a commitment between the parties for a consensus or agreement. In essence, conflict is only for conflict which is counterproductive because it is negative. Meanwhile, the positive nature of the conflict is that between parties there is a commitment or agreement for a resolution and a solution that can be in the form of a joint statement (declaration) in understanding about a matter that is the source of the conflict.
5. Conflict is a conflict between many interests, values, actions, or directions, as well as the integral parts since life existed (Johnson and Duinker, 1993: 17). Conflict is inevitable and can be positive or negative. Positive aspects of conflict arise when conflict helps identify a management process and resources that are not working effectively, sharpens unclear ideas or information, and clarifies misunderstandings.
6. Conflict is also useful when questioning the status quo so that a creative approach emerges. Conversely, conflict can be negative if ignored. Unresolved conflicts are a source of misunderstanding, mistrust, and bias. Conflict becomes worse when it causes wider boundaries for cooperation between various parties (Johnson and Duinker, 1993: 19).
7. Conflict is a situation where there are conflicts between two parties who have different interests. Therefore, both parties feel mutually disadvantaged. As a result, there was a conflict between the two parties.
8. Conflict is the perception of differences in interests (perceived of interest) or a belief that the aspirations of the conflicting parties cannot be achieved simultaneously (Dean Pruitt, 1986). Interests are people's feelings about what they want. Those feelings tend to be central in people's thoughts and actions, which form the core of many attitudes, goals, and intentions (Raven and Rudi, 1983).
9. Robbins (2001) states that conflict is something that is done by one party and causes the other party's

displeasure. Conflict is a disagreement between individuals or groups in an organization because of the need for limited resources, differences in status, goals, interests, or culture (Stoner, 1989).

10. According to Taquiri in Newstorm and Davis (1977), conflict is a legacy of social life that can prevail in various situations due to the continuous emergence of disagreements, controversies, and conflicts between two or more parties.
11. Fisher et al. (2001) define conflict as a relationship between two or more parties (individuals or groups) who have or feel they have inconsistent goals.

From the various meanings above, it can be concluded that conflict is disputes, and conflicts that occur between members or communities to achieve something desired by challenging each other with threats of violence. This means that a social conflict is a form of social interaction between one party and another in society, which is marked by an attitude of mutual threat, suppression, and destruction.

Social conflict is a process of meeting two or more parties who have relatively the same interests on a limited nature. In its extreme form, a conflict takes place not only to maintain life and existence but also aims to the extent of destroying the existence of other people or groups who are seen as opponents or rivals.

Hunt and Metcalf (1996: 97) divide the conflict into two types, namely intrapersonal conflict and interpersonal conflict. Intrapersonal conflict is a conflict that occurs within the individual himself, for example when the beliefs held by the individual conflict with the cultural values of society, or their desires are not under their abilities. This intrapersonal conflict is psychological, which, if not handled properly, can be detrimental to the psychological health or mental health of the individual concerned. Meanwhile, interpersonal conflict is the conflict that occurs between individuals. This conflict occurs in every social environment, such as in families, peer groups, schools, communities, and countries. This conflict can be in the form of conflict between individuals and groups, both within a group (intragroup conflict) and between groups (intergroup conflict). Conflict is not to be avoided. We cannot escape the conflict. (Liliwari, 2018: 525). For something that cannot be avoided, a resolution known as conflict resolution is needed.

Type of Conflict Management

In general, there are several terms in conflict resolution as stated by Liliwari (2018: 605-606), including:

- a. Conflict prevention which aims to prevent the growth of violence when conflict occurs,
- b. Conflict resolution to end violence through a peace agreement,
- c. Conflict management aimed at limiting or avoiding violence through or encouraging changes in the parties involved to behave positively,
- d. Conflict resolution, namely dealing with the causes of conflict and trying to build new, relatively long-lasting relationships between hostile groups and the latter is
- e. Conflict transformation to overcome the wider sources of social and political conflict by diverting negative forces from sources of difference to positive forces.

After describing the terms related to conflict resolution, the researcher chooses the most suitable term for the focus of this study, namely conflict resolution. The term conflict management as stated by Robinson and Clifford 1974 in Liliwari (2018: 606) is a constructive action that is planned, organized, mobilized, and evaluated regularly for all efforts to end the conflict. In the case of conflict management, it needs to be done at the beginning of the conflict, which can be done by tracking various positive sectors of conflict prevention rather than tracing the negative things that threaten conflict. Conflict by nature cannot be managed unless it is postponed by reducing various forms of extreme action. Furthermore, the term conflict resolution is a term that is more prevalent and is often used by conflict managers. This is because conflict resolution is a collection of theories and investigations that are experimental in understanding the nature of the conflict, researching conflict-occurring strategies, and then making conflict resolution. However, conflict resolution methods are very helpful for conflicting parties to determine the nature and function of conflict, distinguish productive from destructive forms of conflict, identify conflict resolution strategies.

Management must be able to reduce excessive competition (which creates dysfunctional conflicts) which destroys the spirit of organizational synergy without forgetting continuous re-empowerment. 6 types of conflict management can be selected in dealing with emerging conflicts (Dawn M. Baskerville, 1993: 65), namely:

1. Avoiding: the style of a person or organization that tends to avoid conflict. Matters that are sensitive and have the potential to create conflict should be avoided as much as possible so as not to cause open conflict.

2. Accommodating: this style collects and accommodates the opinions and interests of the parties to the conflict, then a solution is sought while still prioritizing the interests of other parties based on the inputs obtained.
3. Compromising: is a style of resolving conflicts by negotiating with conflicting parties, to produce a solution (middle way) of a mutually satisfying conflict (lose-lose solution).
4. Competing: means that conflicting parties compete with each other to win the conflict, and in the end, there must be parties whose interests are sacrificed (defeated) to achieve the interests of other parties who are stronger or more powerful (win-lose solution).
5. Collaborating: in this way the conflicting parties will both get satisfying results, because they work together synergistically in solving problems while respecting the interests of the other party. In short, the interests of both parties are achieved (resulting in a win-win solution).
6. Conglomeration (mixture type): this method uses the five styles together in conflict resolution.

Although the six conflict resolution techniques described above are actually for organizations, the researcher explores that what is stated can be applied by investors as a formal organization in relations with the community, in this case between PT. SGE with the Sabang Aceh Community. The following is an example of a model and steps for handling conflict taking place in the community.

Conflict Resolution

The methods often used to handle conflict are first by reducing conflict, and secondly by resolving conflict. For the conflict reduction method, one of the most effective ways is to cool the problem first (cooling things down). If the conflict handler involves parties in conflict, another common way is to involve a third party. Conflict resolution involving third parties can take the following forms:

1. Arbitration (arbitration): The third-party hears the complaints of both parties and serves as the "judge" seeking binding solutions. This method may not benefit both parties equally, but it is considered better than mutual aggression or destructive actions.
2. Mediation: Using an invited mediator to mediate the dispute. Mediators can help gather facts, establish broken communication, clarify and clarify problems, and pave the way for integrated problem-solving. The effectiveness of the mediator also depends on the talent and behavioral traits of the mediator.
3. Consultation: The aim is to improve relations between the two parties and develop their capacity to resolve conflicts. The consultant has no decision power and does not attempt to mediate. It uses a variety of techniques to increase understanding and awareness that the behavior of both parties is disturbed and malfunctioning, thus hindering the process of resolving the problem that is the subject of the dispute.

The study of organizational theory and organizational behavior cannot be completed without conflict analysis and its management. Classical organizational theorists do not understand the role that conflict can play in an organization. They think conflict is destructive to the organization. As a result, they seek to design organizations to minimize conflict. The human relations movement in the 1930s also emphasized the need to increase harmony and minimize conflict among organizational members. Whereas classical organizational theory seeks to reduce conflict by changing the structural design of an organization, human relations seek to reduce it by strengthening its social system. This notion of organizational conflict dominated management thinking during the first half of the twentieth century.

Traditional conflict resolution does not question whether organizational structures and processes are lacking, leading to dysfunctional conflict. It tries to resolve or reduce conflicts between parties at the micro-level in the existing system. Effective conflict management in the new paradigm involves changes at the macro level in the organization so that substantive conflict is encouraged; Affective conflicts are minimized at the individual, group, intergroup, and organizational levels; and organizational members learn to handle conflict properly. (Rahim, 2001: 72). Morton in Liliweri (2018: 607) describes conflict resolution as a collection of theories and investigations that are experimental in understanding the nature of the conflict, researching conflict-occurring strategies than making conflict resolution. With the method of conflict resolution, it will be very helpful in knowing the nature and function of conflict, distinguishing productive from destructive forms of conflict, identifying conflict resolution strategies. Conflict resolution is a process of analysis and problem solving that takes into account individual and group needs such as identity and recognition as well as institutional changes needed to meet those needs.

Conflict resolution is focused on the basic sources of conflict between two parties so that they can jointly identify outlined issues where negotiators are needed. What is certain and must always be realized is that the conflict itself is always motivated by many things. Tanya Glaser, quoted by Liliweri (2018: 607), reminded us that conflict is a part of

natural human life, especially human interactions, which can be categorized as constructive or destructive. Constructive conflict will produce positive resolutions for change or renewal of relations, for example, the freedom to make decisions. If understood in a constructive context, conflict is accepted as something that helps anyone freely give opinions on all issues (whole picture). For example, internal conflicts of a country can be caused by political, economic, trade, ethnic, border conflicts, and so on, which in turn help all parties contribute to overcoming problems faced together.

Everyone or parties to a conflict, including outsiders who witnessed a conflict take place, of course always want the conflict to end soon. In every conflict, a solution is always sought. Conflicts can sometimes be resolved by the two warring parties directly. However, it is not uncommon to involve a third party to mediate and find a way out. In theory, conflict resolution is a process of analysis and problem solving that takes into account the needs of individuals and groups such as identity and recognition as well as institutional changes needed to meet those needs.

Experts describe conflict resolution from a variety of perspectives, including 1. Levine (1998: 3) in Webster's Dictionary describes conflict resolution as; (1) the act of parsing a problem, (2) solving, (3) eliminating or eliminating the problem. 2. Weitzman & Weitzman (in Morton & Coleman 2000: 197) defines conflict resolution as an act of solving a problem together (solve a problem together). 3. Fisher et al (2001: 7) describe conflict resolution as an attempt to deal with the causes of conflict and seek to build new, lasting relationships between hostile groups. 4. Mindes (2006: 24) describes conflict resolution as the ability to resolve differences with others and is an important aspect of social and moral development that requires skills and judgment to negotiate, compromise and develop a sense of justice.

When referring to the explanation of the theory according to these experts, it can be concluded that what is meant by conflict resolution is an individual way of resolving problems that are being faced with other individuals voluntarily. Conflict resolution also suggests using more democratic and constructive ways to resolve conflicts by allowing conflicting parties to solve their problems on their own or by engaging a third party who is wise, neutral, and fair to assist the conflicting parties. solve the problem. To achieve conflict resolution requires the ability of the parties called to carry out conflict resolution. Bodine and Crawford (Jones and Kmitta, 2001: 2) formulate several types of abilities that are very important in fostering conflict resolution initiatives, including:

1. Orientation ability.

The ability of orientation in conflict resolution includes the individual understanding of conflict and attitudes that show non-violence, honesty, justice, tolerance, and self-respect.

2. Perception ability.

Perceptual ability is a person's ability to understand that each individual is different from the other, to be able to see situations as other people see them (empathy) and to delay blaming or giving unilateral judgments.

3. Emotional abilities.

Emotional skills in conflict resolution include the ability to manage a wide variety of emotions, including anger, fear, frustration, and other negative emotions.

4. Communication skills.

Communication skills in conflict resolution include the ability to listen to others: understand the other person; speak in easy to understand language, and resume or reconstruct emotionally charged statements into neutral or less emotional statements.

5. Ability to think creatively.

The ability to think creatively in conflict resolution includes the ability to understand problems to solve problems by sharing various alternative solutions.

6. Ability to think critically.

The ability to think critically in conflict resolution, which is the ability to predict and analyze conflict situations that are being experienced.

Almost in line with the view above, Scannell (2010: 18) mentions the aspects that influence individuals to be able to understand and resolve a conflict including a) communication skills, b) the ability to respect differences, c) trust in others, and d) emotional intelligence. Thus it becomes clear that the process of conflict resolution requires certain abilities to find conflict solutions constructively. These abilities include orientation skills, ability to perceive or appreciate differences, emotional abilities or emotional intelligence, communication skills, creative thinking skills, and critical thinking skills.

The conflict has existed since the beginning of the history of human life and may never end as long as humans live. The form of conflict that most damages the order of life is war and violence caused by the conflict between humans. Conflict results in personal loss and social loss. Every conflict is inseparable from the political, ethical, and psychological aspects. (Ho-Won Jeong, 2009). There are always actors involved in every conflict. This requires the willingness and ability to carry out a resolution between each form of conflict at hand.

Conflict Resolution Steps

In the context of conflict management, Say Margareth (2009) describes conflict management in the workplace in four steps: first, presenting other people. The next step is to explore the needs desired by both parties, after that look for solutions from other parties to produce the final step, namely solutions that please the parties. Say Margareth's anatomy of conflict resolution and management can be read through the following picture:



Picture 1.3:- Conflict Resolution Steps.

When a conflict occurs, what must be done is to realize the nature of the conflict and understand what is the root of the conflict. Because conflict has social and psychological dimensions and this also exacerbates or reduces existing conditions. In such conditions, multimodal communication competence is needed to strengthen the parties involved in the conflict (Ho-Won Jeong, 2009). Because the parties who are often involved in a conflict are individuals, actors, and society / society.

Organizational conflict does not have to be reduced, suppressed, or eliminated, but rather managed to increase learning and organizational effectiveness. Conflict management at the individual, group, and intergroup levels involves (1) reducing affective conflict, (2) achieving and maintaining a moderate amount of substantive conflict at each level for non-routine tasks, and (3) helping organizational participants to learn different styles of conflict handling to deal effectively with various conflict situations.

Organizational conflict management involves the diagnosis and intervention of ongoing conflicts. An appropriate diagnosis should include a measure of the number of conflicts, methods of conflict resolution, root causes of conflict, and learning and conflict resolution effectiveness. Conflict resolution refers to a collaborative process in which all parties must deal with differences and reach a consensus. Unlike conflict management, mitigation or enhancement, conflict resolution involves changing relationships and situations so that the solutions developed by the parties are sustainable over the long term and can be remedied on their own. It also requires proper reconciliation between the parties to restore harmony through recognition of violations, the forgiveness of victims, and a guarantee of future peace. (Morton, et.al, 2006)

Research Methodology:-

The approach used in this research is a qualitative approach with a case study design. Case research, or case study, is an intensive longitudinal study of a phenomenon in one or more research sites to draw detailed and contextual conclusions to understand the dynamic processes underlying a particular phenomenon of interest. Case studies are unique research designs because they can be used interpretively to build theories or concepts using post positivistic work in testing theories. The researcher in the case study acts as a neutral observer (direct observation) rather than an active participant (participatory observation) in the subject's social environment. As with other interpretive approaches, the conclusions of the case studies depend heavily on the observational abilities and integrative abilities of the researcher (Liliweri, 2019, 463). The use of a qualitative approach is based on consideration because this study seeks to understand human behavior and experience and describe what it is about a symptom or phenomenon without testing hypotheses.

A case study or field study is intended to study intensively the background to the situation and position of an event that is currently taking place, as well as the environmental interactions of certain social units that are given. Research subjects can be individuals, groups, institutions, or communities. Case study research is an in-depth study of a particular social unit and research results

it provides a broad and deep picture of a particular social unit. The subjects studied were relatively limited, but the variables and the focus studied had very broad dimensions (Danim, 2002). Case study research will lack depth if it only focuses on a certain phase or one particular aspect before obtaining an overview of the case. On the other hand, case studies will lose their meaning if they are only intended to obtain a general picture but without finding anything or some specific aspects that need to be studied intensively and deeply. On the other hand, a good case study must be carried out directly in the real life of the case being investigated. However, case study data can be obtained not only from the case under study but also from all parties who know and know the case well. In other words, data in the case study can be obtained from various sources but is limited in the cases to be studied (Nawawi, 2003).

In summary, what distinguishes the case study method from other qualitative research methods is the depth of analysis on more specific cases (both events and certain phenomena). Usually, the triangulation approach is also used to test the validity of the data and find the true objective truth. This method is very appropriate for analyzing certain events in a certain place and at a certain time.

Case studies as a form of qualitative research follow the following steps or processes:

1. Selection of cases

In the case of selection, it should be done purposively and not symbolically. This purposive determination is intended only for those informants who are directly related to land disputes, participants who are directly involved in negotiations with PT. SGE. The cases chosen by the researcher here are objects, people, environment, programs, processes, and society or social unit. The size and complexity of the object of this case study concerns matters that make sense so that they can be resolved within the time limit and available resources;

2. Data collection

There are several techniques in data collection, but the ones that are more used in case research are observation, interviews, and documentation analysis. Researchers as research instruments can adjust the way data collection is based on the research problem and environment and can collect different data simultaneously;

3. Data analysis

After the data is collected, the researcher can begin to aggregate, organize, and classify the data into manageable units. Aggregation is the process of abstracting specific things into general things to find general patterns of data. Data can be organized chronologically, categorized, or entered into typologies. Data analysis was carried out from the time the researcher was in the field, during data collection, and after all, data was collected or after completion and the field.

4. Refinement

Even though all the data have been collected, in the case study approach, it is necessary to improve or reinforce new data against the categories that have been found. New data collection requires the researcher to return to the field and may have to create new categories, new data cannot be grouped into existing categories.

5. Writing reports

The report should be written communicatively, be easy to read, and clearly describe a symptom or social unity, making it easier for the reader to understand all important information. The report is expected to bring the reader into the life case of a person or group.

This selection is based on the consideration that this study aims to describe the characteristics and characteristics of research subjects in terms of the ability to understand the processes and patterns of intercultural communication in conflict resolution related to misunderstandings between the company as a profit body and the community as a stakeholder in the Sabang Aceh area. By paying attention to the characteristics of naturalistic research, the form of this research is a case study conducted by PT. SGE with local communities and related stakeholders, including the factors that become supporters and obstacles in its implementation.

In qualitative research activities, researchers must be present in the field and directly involved, because researchers are the main research instrument or the main key who must be present in the field directly collecting data. In this study, the researcher acts as an instrument as well as a data collector because in qualitative research the main instrument is humans (Gunawan, 2013, 91). So it is impossible to research if the researcher does not go directly to the

object under study. For that purpose, the researcher will go directly to the field, namely in the middle of the local community of Jaboi Sabang Aceh where PT. SGE carries out its business activities.

This research involves the researcher himself as an instrument, taking into account the researcher's ability in terms of asking, tracking, observing, understanding, and abstracting as important tools that cannot be replaced by other means.

The success or understanding of several cases in qualitative research depends heavily on the presence of the researcher. Researchers act as the main instrument in data collection or key instruments. In qualitative research, researchers alone or with the help of others are the main data collection tools, this is done because if they use non-human tools, it is impossible to make adjustments to the facts in the field. Besides that, those who can relate to informants and who can understand the relationship between the realities on the ground are only humans (Moleong, 2013, 9). Data are facts, information, or explanations that are raw data in research to reveal an event. Because the data is in the form of raw materials, the data is still raw, so it needs to be processed and managed first so that it can be used to find conclusions and take benefits.

The data source in research is the subject where we get the data. When using interviews or interviews, the data source is called informants. If you use observation or observation techniques, the data source is humans and all objects, whether moving or not or processes that describe the process of something. The data of this research were obtained through data sources, namely: (1) Operational Director of PT. SGE; (2) Sabang Regional Government; (3) NGO Walhi, (4) Local Community Figures, (5) Religious Figures, (6) Local media and Ministry of Energy and Mineral Resources data related to the government's electricity program, as well as the results of local and national media publications as secondary data.

Data collection techniques are a method used to collect data and information needed to answer research problems and sub-problems. In other words, data collection techniques greatly affect the success of a study. Good and bad research is very dependent on data collection techniques. (Iskandar, 2013, 77). The data in this study will be collected through in-depth interviews plus direct observations in the field. In-depth interviews aim to explore the informants' subjective views of the object under study. Also, researchers made observations in the form of direct observations to collect data. In the observation activities, the daily and operational activities of PT. SGE and the reality of local communities are an inseparable part of the entire company's operational process by observing actors, activities, and places. Observations of actors were made of company leaders, community leaders, religious leaders, and NGOs who contributed to the development of the conflict between the two parties. Observation data is intended to complement the data obtained from interviews and documentation studies. In conducting observations, a camera is used as a physical data recording device. The results of the observations obtained were field notes that were compiled after making contact with the subject under study.

Research on Conflict Resolution in Crisis Communication of Land Disputes: A Case Study of the PT. SGE took place in Sabang Aceh as a research location which was carried out from October 2019 to March 2020.

Result and Discussion:-

Description of Land Disputes between PT. SGE with the Acehnese people

Generally, geothermal utilization locations are located in mountainous areas, thus it is very costly to build road facilities and other supporting facilities to reach the location. In addition to physical infrastructure problems, other problems are often faced, such as when the location of Geothermal utilization is in a protected forest area or National Park. Conservation forest issues have been regulated in Article 38 paragraph (1) of Law Number 41 the Year 1999 concerning Forestry. In this article, it is emphasized that the use of forest areas for development purposes outside of forestry activities can only be carried out in production forest areas and protected forest areas. This means that it is prohibited to use protected forest areas for activities related to development interests outside of forestry activities, only in production and protection forest areas.

The existence of Article 38 (1) of Law Number 41 of 1999 concerning Forestry makes the utilization of geothermal energy as regulated in Law Number 21 of 2014 concerning Geothermal Energy cannot be implemented in conservation forest areas. This law creates legal uncertainty for potential business actors or investors, especially regarding licensing.

Social and Environmental Issues between PT. SGE with the Acehese people

Social problems are a problem that often occurs in the field during the execution of Geothermal work, from the permit process for working area boundaries (WKP) to the process of utilizing Geothermal to produce electrical energy. Public dissatisfaction with the operation of Geothermal utilization in their area resulted in legal events in the form of disputes that resulted in blocking roads or work areas so that the operation of Geothermal utilization was disrupted. Disputes with the community often occur in every location of the Geothermal working area, in general, the social problems that occur are:

1. Land Issues, the process of land acquisition, especially the cost of land compensation, is a major factor in problems, both for community-owned land or land that is included in the status of communal or customary land.
2. Public Facilities Problems, the use of public roads belonging to local governments often creates disputes in which the community feels aggrieved because of the large number of heavy equipment passing on these public roads, causing noise and damage to public facilities.
3. Labor issues, the community around the Geothermal working area often demands their right to be able to participate in these activities so that it becomes an additional cost burden for Geothermal business actors. The community often uses NGO facilities to force the use of local manpower with a very high number of workers, while for the operation of Geothermal utilization, skilled and experienced manpower are needed.
4. Environmental Pollution Problems, the operation of Geothermal utilization, especially in the exploration and exploitation drilling stages, is very vulnerable to environmental pollution problems. Material, especially mud or formation water that comes out of geothermal wells will become a source of environmental pollution if it is not handled properly. Leaks from mud storage tanks that flow into rivers or areas belonging to villages or residents are a factor that is often encountered in legal disputes that occur.

The initial interaction will greatly determine the smoothness of subsequent communication, especially when dealing with communicants who have differences from us as communicators. Every day we are always involved in intercultural communication. Intercultural communication occurs when members of a particular culture give messages to members of another culture. To be precise, intercultural communication involves interactions between people whose cultural perceptions and symbol systems are quite different in communication. In the conditions faced by corporations, the accuracy and suitability of intercultural communication strategies are necessary because the information conveyed is related to the interests of the wider community. Indeed, socialization is a communication process that involves communicators and communicants.

To build understanding between investors and local Acehese, what is needed is the ability of intercultural adaptation between the various parties involved. Every time humans will always be different when interacting. However, existing differences can be adjusted to form mutual understanding. Willingness to adapt amidst differences is a basic element that must be built by each party, as well as between companies as investors and local communities as residents of the land where the company's operations are carried out.

Communication processes and actions are vital and at the same time beneficial to the community as a serious effort so that the community understands the benefits of the project and its impact on the surrounding environment, the waste generated from the project on clean water sources, community plantations and the environment where residents live. The socialization is of course addressed to all residents around the project and the community and district/city / provincial governments by involving PT. SGE is responsible for the project, the Saban City Environment Agency, and the Aceh Province Energy and Mineral Resources Office.

In the socialization process, PT. SGE has to convey information to the community about the benefits of the project for the community and also to disseminate various impacts on the surrounding environment. In the socialization process, it should be carried out with careful consideration and based on appropriate communication strategies and processes, and under the situation and conditions of the community being faced. Communication is built as an important tool to solve various problems, but it needs to be explained that communication does not automatically solve all existing problems. There are times when communication can cause problems.

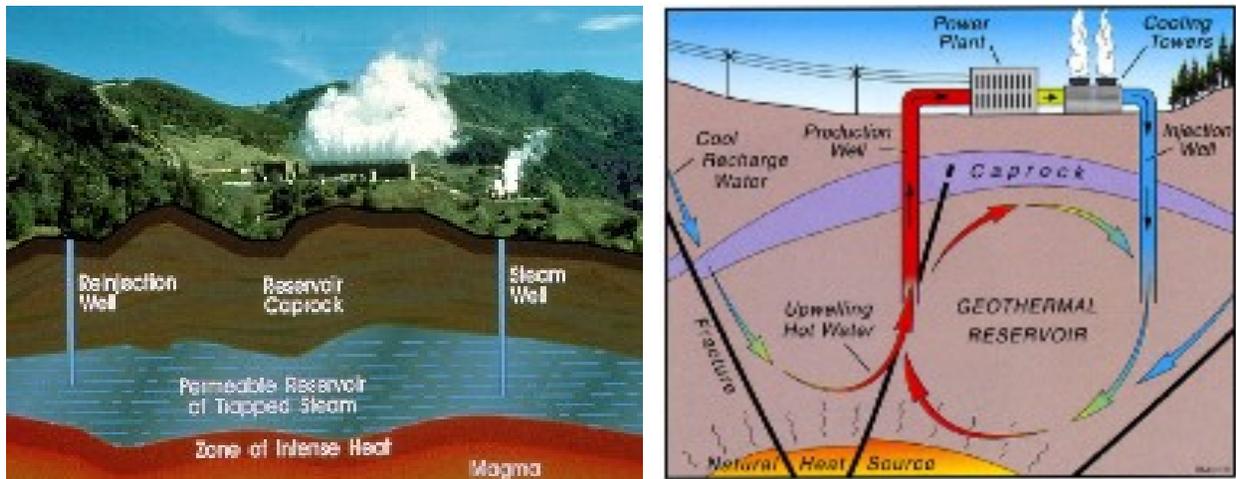
The facts in this field show that government regulations or policies in facilitating the licensing process are not the main problems for investors to develop geothermal exploitation in Indonesia, but other problems occur after obtaining geothermal permits. This problem is very basic, namely the existence of friction with the community around the WKP when investors start working on initial activities in the exploration stage. This social problem causes investors to

experience many obstacles in geothermal exploitation so that they are not interested in investing further because they feel that there is no legal protection from the Government for the interests and investments that will be provided.

As for the geothermal exploitation process in the Jaboi-Sabang Field, Aceh, it can be described that the Geothermal exploitation activities in the Jaboi Field, Sabang City, Aceh Province which is currently in the exploration process are one example and a reflection of similar activities in Indonesia. Researchers assess that the process of solving social conflict problems in the field is handled by PT. SGE in an appropriate manner so that the exploration drilling process runs smoothly so that the strategy or governance undertaken can become a reference for exploration activities in other geothermal areas.

Utilization of geothermal energy for electricity generation globally is less than 1% of the world's needs with 72% of power plant installations located in the area around the Pacific rim or known as the ring of fire in the tectonic plate collision zone, including Indonesia. Geothermal (Geothermal) is heat energy stored in rocks below the earth's surface and the fluids contained therein. This heat energy comes from the propagation of the Earth's core (core) which has a temperature of up to 4,200 degrees C which has occurred since 4.5 billion years ago, this heat propagation creates a heat wave called the Geothermal Gradient, which is the spread of heat from the hottest areas of the earth's core. to the coldest area on the surface. The core of the earth as a source of magma can be associated with volcanic pathways as a feature of the presence of geothermal energy.

In principle, the work of Geothermal Power Plants is almost the same as Steam Power (PLTU), only distinguished from the source of steam. Geothermal electric energy includes renewable energy because fluid or water as a source of geothermal steam can be injected into the bowels of the earth so that it can be reheated like a hot water furnace system. The illustration of the geothermal power generation process can be seen in the image below:



Picture 1.4:- Geothermal Energy Technical Site-INEL.

Geothermal energy besides being renewable energy, another important thing is including environmentally friendly energy (green energy) with CO₂ levels resulting from exhaust emissions are very low compared to energy from fossil fuels. Thus the use of geothermal energy has a very positive impact on the environment around the area of the power plant facility.

Utilization of geothermal energy for power generation for the public interest has not been optimally processed and developed in Indonesia, this can be seen from the large natural potential of geothermal energy compared to the amount of use that has been installed in the form of electrical energy. Indonesia is very fortunate to have natural conditions that are very supportive for the development of geothermal power, counting there are around 150 volcanoes with the geothermal natural resource potential of 27,791 MW spread over 265 which is equivalent to 12 billion barrels of petroleum which have made Indonesia a country that has the largest geothermal potential in the world is then followed by the United States (23,000 MW), Japan (20,500 MW) and the Philippines (6,000 MW), other countries only have potential under 5,000 MW.

Land disputes that are not completely resolved easily create suspicion and uncertainty. The uncertainty that exists between the two parties which the local government has not managed to bridge comprehensively has sparked conflict. At first glance, there is an impression that PT. SGE with the Sabang Aceh Community has no conflict. However, after a comprehensive investigation, some elements cause conflict. NGOs and local Aceh media raised environmental issues due to the presence of PT. SGE is a conflict that can disrupt the company's operations. The company may feel that it has run operations legally, politically, and in policy and has coordinated with high-level community leaders, traditional leaders, and village heads to local governments. However, the people who were directly affected by the presence of PT. SGE seems to have been the source of the conflict.

As identified in the previous section that the conflict that occurred between PT. SGE with the Acehnese people arose because of a communication process that did not work properly. The uncertainty between the Acehnese people's perception of information and the communication process that came out of the PT. SGE which fosters conflict between the two parties. Therefore, normatively, from the perspective of intercultural communication, the solution that companies can do is to provide as much information as possible about what really happened. Communication is built by providing open and empathic information, clear and positive, using various media and information channels, involving reliable spokespersons, delivering consistently and generating understanding.

After negotiating and revamping permits by PT. SGE and taking into account the wishes of the community, the following are the solutions taken by the Aceh local government regarding land disputes. Communities do not have land ownership rights and only have rights to cultivate. Naturally, the Aceh government took normative decisions when dealing with the interests of investors who came to build Aceh. The accusation that the government has put aside people's ownership rights to land is not entirely true. However, after resolving the conflict, policies were taken that would benefit both parties. The land given to PT. SGE is cultivated land that has been used by the community. Everything stems from communication that is not harmonious and does not work according to the expected principles.

Negotiations, regular meetings, involvement of community and religious leaders as well as stakeholders provide a bright spot where the Aceh Government determines the composition of the area of cultivated land used for exploration activities for geothermal drilling wells in the Jaboi WKP is very dominant, which is around 90%. For residents around the location of exploration drilling wells who feel they own the cultivated land, it means they have the right to occupy, use and enjoy the results of the cultivated land. Cultivated land which is used as the object of transfer requires a deed or agreement made for a transfer of rights in the form of a deed of transfer of land rights. If a building stands on the land and is also transferred, the deed that is drawn up is the deed of sale and purchase of the building and transfer of rights. The proof of transfer is the deed and the receipt as proof of payment.

Discussion of Research Findings:-

In running a company you will encounter several problems, one of which is communication problems. Good communication is the main foundation for maintaining company stability. Examples of communication crises within a company include defamation of the company, customer complaints, product defects, internal company problems, mismanagement, or news clarification. A communication crisis within a company can be bad because it can affect the company's reputation in the public eye. It doesn't matter who or which party is responsible for mistakes, the company must develop the right strategy to deal with corporate crises especially those related to communication crises. This needs to be done so that the company can restore public confidence in the company.

Communication crises within the company can occur at any time and can afflict companies on any scale. When this happens, communication actors from the company, in this case, corporate communication or public relations, have the responsibility to mobilize their best communication skills to overcome the communication crisis that occurs. If a company is faced with such a situation then the first thing to do is to stay as calm as possible, not panic, and then analyze the situation. After that, a plan or strategy can be developed that can or needs to be done to overcome the current crisis. To strengthen crisis resolution, the crisis management team, from the crisis management center and communication systems, also need to be prepared and anticipated by the company. Faced with a communication crisis, the following is a real response that must be taken by companies including PT. SGE in dealing with local Sabang Aceh communities:

1. Form a crisis team. The communication process in an organization requires professional handling. When a company faces a communications crisis, the first thing to do is to form a crisis team. This crisis team will then focus on dealing with the current crisis, analyzing the issues leading to the crisis and its impact on the company, then determining the steps that need to be taken, and evaluating them in anticipation of a similar thing in the

- future.
2. Determine the type of information to be communicated. Company crisis teams need to examine the types of information they can collect, including reviewing the facts and data needed, as a basis for crisis resolution. Various forms of information can be collected in communication, such as instruction information, customization information, and internalization information. In this case, the established corporate crisis team needs to determine what type of information will be used to communicate with the public to resolve the crisis. Determining the type of information to be communicated will determine the success of crisis management.
 3. Activate Media Center. Once the crisis and data collection teams have been formed, the next step is to activate the media center. Through the media center, the company tries to remain open, namely by giving access to the public or anyone who wants to know what happened. The activation of this media center is part of a communication strategy for dealing with organizational crises, which is very important to restore the company's reputation in the eyes of the public.
 4. Press conference. Press conferences are often useful for making some clarifications openly to the public. Press conferences can help speed up the resolution of a company's internal communications crisis. After carrying out the initial steps above, clarification is needed, because to hold a press conference, it is necessary to plan a message supported by valid data about the problems facing the company. This effort is needed to avoid mistakes at press conferences, which can make the company worse off. At the press conference, companies need to convey what happened without being covered up so that the media present get comprehensive data and facts and information so that in turn it will have a positive impact on the company.
 5. Admit mistakes that are made. An important step that a company should take when making a statement is to admit that the company has made a mistake. This must be done first. Companies must act responsively, not slow to react, let alone be silent because this will only make the public dissatisfied, and even angry. If possible, it is best to form a dedicated team to handle online and offline media. This way, the team can concentrate on analyzing keywords, articles, or conversations in the media. Therefore, companies can find out the public's reaction to the problems that have occurred and their impact on the company's reputation. You also need to understand the negotiation theory related to this step.
 6. Emphasize the company's positive track record. For a long-term company, a good long-term development path will help restore and protect the company's reputation. What can be done is to link the company's positive performance with certain circumstances in the ongoing problem. The description of the positive conditions that have been experienced by the company needs to be drawn straightforwardly to help the public recall pleasant moments in their experiences.
 7. Designate someone as a spokesperson. Good and effective communication is very important to overcome communication crises that occur within the company. Therefore, one of the best strategies is to appoint someone articulate to be a company spokesman who also understands the company's problems. When selecting a spokesperson, it should be noted that the spokesperson fully understands the company's situation and the problems it faces. In this way, he can face and respond to various responses and questions from the public and other parties including the media.
 8. Create a specific plan for social media. Now, social media has a very strong influence in persuading the public, and companies can use it to deal with organizational communication crises related to the company. For example, by issuing statements related to the crisis, and responding to various public statements or questions through the company's social media accounts. Even if the company's social media accounts are not specifically designed for customer service purposes, companies can still use them to take a proactive and transparent way to handle public complaints about company services.
 9. Turn a crisis into a once-in-a-lifetime opportunity. If the crisis is handled properly, crisis communication within the company can also be a good opportunity for the company. For this purpose, companies need to actively establish a harmonious relationship with the public, make the company more known to the public, and immediately resolve the problems at hand. After getting through the crisis, the company will have a better image or reputation in the public eye. By always working hard to treat the public well, especially in the face of challenges, the company will be able to last for a long time. In this condition, the company can also draw a clear line between the company and the source of the crisis.

Far above all, the communication crisis resolution strategy in a company is to openly convey what has been experienced and accept the crisis that occurred, as well as communicate it to the public within the framework of organizational communication and communication ethics. In this case, the company needs to continuously make improvements, corrections, or improvements. In certain conditions, the company apologizes to the public for the

mistakes that have occurred. Apart from that, the company must be able to prepare and anticipate to face a communication crisis by clarifying or denying the rumors that the company has not experienced a crisis.

In short, in responding to crisis communications, companies need to form a crisis team, determine the type of information in communication, activate media centers, hold press conferences, acknowledge mistakes made, emphasize the company's positive track record, and appoint someone as a spokesperson. To strengthen crisis resolution, companies also need to make specific plans for social media, turning crises into once-in-a-lifetime opportunities. Communication crises that occur between companies and the public must be bridged and resolved wisely and comprehensively so that both parties understand each other and the uncertainty that occurs can be reduced. Communication crisis resolution model that resulted in conflicts between PT. SGE with the Sabang Aceh community can be reached by following the paths and strategies outlined above.

One thing you always have to base on is that no organization in the world wants a crisis. But in most cases, crises can be ignored and suddenly shake organizations. Crises can come from internal or external, which would not make any organization less vulnerable to crises. To waste time or allow a crisis to develop inadvertently is unwise, futile, harmful to the organization. Likewise, if you lie or try to cover up a crisis. The sophisticated nature of telecommunication technology and communication media today has made organizations no longer able to cover up the crisis against the press and social media. In just a few seconds, news of the disaster/crisis spreads around the world, making it difficult to reduce the crisis.

There are two possible crises, namely the most likely one and the least likely one. The most frequent crises are usually closely related to the characteristics or areas of activity of the company or organization. Therefore, each organization cannot ignore it and must have its preparations to deal with the crisis. From the various crises mentioned above, we can see that there are crises that can be resolved well, which means that they will not paralyze the organization/company, but there are also crises that destroy the organization/company. Important information that can be learned by organizations/companies that survive a crisis is their ability to handle crises, and use communication factors as an important part of crisis resolution so that crises will not last long and get worse.

When anticipating a crisis, including a communication crisis, each company/organization must be able to create a crisis preparation program that can be applied specifically when a crisis occurs in the organization concerned, so that the arrival of a crisis does not come as a surprise and will not damage the system itself. When a company experiences a crisis, the public relations department is required to provide the best management measures to control the crisis. Why should corporate crises be regulated in an orderly manner? Apart from this, it involves the company's image in the eyes of the public, which must be realized that we are already in the digital era, where the flow of information spreads so quickly and is easy to use by the public, enabling companies to face crises smarter.

Conclusion:-

1. PT. SGE partially emphasized that it has gone through processes, steps, and efforts in reducing uncertainty towards Acehnese local communities in overcoming the conflicts that have occurred. However, the uncertainty in reducing the uncertainty that occurs between the two parties still creates conflicts between them. It is important to pay attention that the understanding that is built needs to cover all elements of society from formal government leaders, informal leaders such as community leaders, religious leaders, and village government. What happened to the exploration process by PT. SGE only involves local leaders and community leaders and has not reached the grassroots which makes the conflict unable to be resolved smoothly. The root of the conflict comes from land disputes that cannot be proven by land ownership certificates. People who claim the existing land as ownership rights are only limited to working rights, but when the government permits investors to run company operations, the community rejects them. Communication that is not built smoothly and involves many parties creates greater uncertainty.
2. Conflict is a necessity in human life. Conflict is something inherent in human individual and social nature. The existence of a sudden conflict in society or an organization/corporation. The conflict between PT. SGE with the Sabang Aceh Community was triggered by the non-progression of processes, steps, and efforts to implement intercultural communication. Therefore, the intercultural communication process based on the uncertainty reduction theory is the most strategic step to produce understanding. The intercultural communication that must be carried out by the communicator must consider the characteristics and uniqueness of the community as communicants. Intercultural communication that is played needs to be built on the principles of care, consistency, commitment, consistency, and cooperation so that both parties understand each other and

uncertainty is minimized.

3. Constraints faced by PT. SGE with the Sabang Aceh Community is that intercultural communication does not take place which has led to understanding and the solution taken is through conflict resolution so that the company and the community understand each other's position. Conflict resolution efforts carried out refer to the conflict resolution model commonly practiced by various corporations and organizations in the world in general and in Indonesia in particular. For this reason, a conflict resolution model based on intercultural communication was developed that could be used as a guide for mining companies and local governments, and communities in Indonesia. In conflict resolution, some methods are considered effective for resolving conflicts involving parties, namely a communication approach that considers human aspects so that trust, forgiveness, humility, integrity can grow.), tolerant (tolerance), and a spirit of unity (spirit of unity). As a result, conflict resolution based on intercultural communication between the investors, the community, and the local government resulted in an agreement where the company completed its obligations and the government provided certainty for the land for the company, the company then continued the company's operations with the full support of all stakeholders. This means that certainty between the parties is reduced, the intercultural communication process takes place in harmony and results in understanding.

Suggestion:-

1. Academic Advice

The results of this study indicate that conflict can be resolved with elements of intercultural communication involving communicators and communicants. Because conflicts often occur due to uncertainty in communication which creates uncertainty, the uncertainty reduction theory becomes one of the main handles for the communication process at any level. Important lessons learned from the communication crisis that created conflict between investors and the Acehese community serve as a guide so that before, during, and after the communication process, things that were not anticipated must still be considered. Conflict resolution based on intercultural communication is needed by considering other aspects that are inseparable from conflict resolution. The approach to conflict resolution needs to be carried out comprehensively as practiced by conflict resolution experts and conflict management consultants in solving the cases at hand.

2. Practical Suggestions.

Conflict is a condition that teaches everyone to always be careful and anticipatory in welcoming unexpected possibilities. Unlimited capital, competent human resources, and extensive networks never guarantee that crises and conflicts will not affect anyone, any organization, or any corporation. Therefore, readiness to face unexpected conditions is needed by organizations or corporations in this world. Because there is no single organization that is free from crisis and conflict. Conflicts must be managed and resolved so that the dynamics of the organization or corporation continue to run properly. Society and all entities that need each other must always be aware that in the comfort zone there will never be life and competition. Competition is made possible so that life grows into a more mature and human condition.

3. Social Suggestions.

Humans as elements of society and culture are never separated from conflict. Although not all problems including conflicts in people's lives cannot be resolved by communication, at least the techniques and patterns, and processes of harmonious communication can be used to reduce various forms of uncertainty in the middle of life. Relations between the world of business, politics, culture, and economy always invite conflict. Through conflict, humans as social beings will learn how to respond to their lives with other humans. This research teaches that intercultural communication can be a wise choice in ensuring the continuity of company operations concerning the community. This should be a concern for any corporation when it comes to investing anywhere.

References:-

1. Alfiani, Dera; AS, Enjang; Betty, T. (2018). Manajemen Citra Kegiatan Media Relations Polda 7 Jawa Barat. 12(2).
2. Arikunto, Suharsimi, (1986), *Prosedur Penilaian*, Jakarta, Bina Aksara
3. Antonius, dkk, (2002). *Empowerment, Stress dan Konflik*. Jakarta: Ghalian Indonesia.
4. Bebbington, A. 1997. Social Capital and Rural Intensification: Local Organizations and Islands of Sustainability in the Rural Andes. *Geographic Journal*, Vol. 163/2, pp. 189-197.
5. Bunyamin Maftuh. (2005). *Implementasi Model Pembelajaran Resolusi Konflik Melalui Pendidikan Kewarganegaraan Sekolah Menengah Atas*. Disertasi (tidak diterbitkan) Universitas Pendidikan Indonesia, Bandung.

6. Coleman, Peter T., & Morton D. (2006). *The Handbook of Conflict Resolution: Theory and Practice*, 2nd edition. USA: Jossey-Bass, A Wiley Imprint.
7. Crotty, Michael. (1988), *The Foundations of Social Research: Meaning and Perspective in the Research Process*, London: SAGE Publications Ltd.
8. Damen, L. (1987). *Culture Learning: The fifth dimension in the Language Classroom*. Cambridge: Cambridge University Press.
9. Danim, Sudarwan. (2002). *Menjadi Peneliti Kualitatif*, Bandung: Pustaka Setia.
10. Dawn M. Baskerville. May (1993). *How Do You Manage Conflict?*. Black Enterprise. Evert Van De Vliert (University of Groningen) and Boris Kabanoff (University of New South Wales)
11. D'Errico, Francesca, et al., (2015). *Conflict and Multimodal Communication*, Switzerland: Springer International Publishing.
12. Fisher, S., dkk. (2001). *Mengelola Konflik: Keterampilan dan Strategi untuk Bertindak*. Jakarta: The British Council.
13. Fox, A. (2009). *Mengendalikan Konflik: Tips, Taktik, dan Teknik*. Surabaya: Selasar Publishing.
14. Fuad, F.H. (2000). *Negosiasi Tanpa Henti: Sebuah Pelajaran dari Proses Resolusi Kehutanan di Randublatung*. Yogyakarta: tanpa penerbit.
15. Griffin, Em. (2011). *A First Look at Communication Theory* Eight Edition. New York: McGraw-Hill.
16. Goodpaster, G. (1997). *A Guide to Negotiation and Mediation*. New York: Transnational Publisher.
17. Guba E.G dan Lincoln, Y.V. (2005), dalam Norman K. Denzin dan Yvona S. Lincoln (editors), *The Sage Handbook of Qualitative Research*, California: SAGE Publications, Inc.
18. Gudykunst, B. William, & Kim, Y. Y. (2003). *Communicating With Strangers*. Fourth Edition. New York: Mac Graw Hill
19. _____, (2003). *Cross-Cultural and Intercultural Communication*. Thousand Oaks: Sage.
20. Harskamp, A. (2005). *Konflik-konflik dalam Ilmu Sosial*. Yogyakarta: Kanisius.
21. Heath, Robert L and Jennings Bryant (2000), *Human Communication Theory and Research; Concept, Contexts and Challenges*, New York: Routledge
22. Hennink, M. Huttler, I. & Bailey, A (2011), *Qualitative Research Methods*, London: SAGE Publications
23. Hunt, M.P. and Metcalf, L. (1996). *Ratio and inquiry on Society's Closed Areas*, in *Educating The Democratic Mind* (W. Partner). New York: State University of New York Press.
24. Iskandar, (2013), *Metodologi Penelitian Pendidikan dan Sosial*, Jakarta: Referensi
25. Imam Gunawan, (2013), *Metode penelitian Kualitatif, Metode dan Praktek*, Jakarta: PT. Bumi Aksara.
26. Jeong, Ho-Won, (2009), *Conflict Management and Resolution*, George Mason University: Routledge
27. _____, (2009), *Understanding Conflict and Conflict Analysis*, Thousand Oaks, United States: AGE Publications Inc
28. Jim Sidanius & Felicia Pratto, (2001), *Social Dominance: An Intergroup Theory of Social Hierarchy and Oppression*, Cambridge University Press
29. Jones, Tricia S. & Kmitta Dan, (2001). *School Conflict Management: Evaluating Your Conflict Resolution Education Program*. Ohio: Ohio Commission on Dispute Resolution & Conflict Management.
30. Liliweri, Alo. (2003). *Dasar-Dasar Komunikasi Antarbudaya.*, Yogyakarta. Pustaka Pelajar
31. _____, (2019). *Paradigma Penelitian Ilmu Sosial.*, Yogyakarta: Pustaka Pelajar
32. _____, (2009), *Makna Budaya dalam Komunikasi Antarbudaya.*, Yogyakarta: PT LKIS Printing Cemerlang
33. _____, (2018). *Prasangka Konflik & Komunikasi Antarbudaya.*, Jakarta: Prenada Media Group
34. _____, (2016), *Konfigurasi Dasar Teori-Teori Komunikasi Antarbudaya.*, Bandung: Nusamedia
35. Lustig, W.M., dan Koester, Jolene. 2003. *Intercultural Competence: Interpersonal Communication Across Cultures.*, Fourth Edition. Boston: Allyn and Bacon.
36. Miller, Katherine, (2005) *Communication Theories: Interpretive Perspectives on Theory Development*. 2nd Edition. New York: McGraw-Hill.
37. Moleong Lexy J, (2007) *Metodologi Penelitian Kualitatif.*, Bandung: PT. Remaja Rosdakarya
38. _____, (2013) *Metodologi Penelitian Kualitatif.*, Bandung: PT Remaja Rosdakarya
39. Morton Deutsch, Peter T. Coleman, Eric C. Marcus (2006), *The Handbook of Conflict Resolution Theory and Practice*, Josey Bass: A Wiley Imprint
40. Mulyana, Deddy, (2010) *Ilmu Komunikasi Suatu Pengantar*, Bandung: PT. Remaja Rosdakarya
41. _____, (2005). *Komunikasi efektif suatu pendekatan lintasbudaya*. Bandung: PT. Remaja Rosdakarya.
42. Nawawi, Hadari., 2003. *Metode Penelitian Bidang Sosial*, Gajah Mada University Press, Yogyakarta
43. Newman, W. Lawrence. (2006), *Social Research Methods: Quantitative and Qualitative Approaches*, United States: Pearson International Edition

44. Patton, M.Q (2002), *Qualitative Research and Evaluation Methods*, Thousand Oaks, California: SAGE Publications, Inc.
45. Plut, D. dan L. Marinkovic. (2009). *Konflik dan Cara Mengelolanya.*, Yogyakarta: Insania.
46. Pruitt, D.G. dan J.Z. Rubin. (2009). *Teori Konflik Sosial.*, Yogyakarta: Pustaka Pelajar.
47. Rahim, M. Afzalur (2001), *Managing Conflict in Organizations.*, Thidrd edition, Westport Connecticut, QUORUM BOOKS
48. Ross, Marc Howard Ross, (1993). *The management of conflict: interpretations and interests in comparative perspective.*, Yale: Yale University Press.
49. Robbins, Stephen P., 1996. *Organizational Behavior: Concepts,Controversies, and Applications.*, USA: Prentice-Hall International Editions.
50. Reynolds, B., & Quinn Crouse, S. (2008). Effective communication during an influenza pandemic: 8 the value of using a crisis and emergency risk communication framework. *Health Promotion Practice*, 9(4 Suppl), 13–17. <https://doi.org/10.1177/1524839908325267>
51. Reynolds, B., & Seeger, M. W. (2005). Crisis and Emergency Risk Communication as an Integrative Model Crisis and Emergency Risk Communication as an Integrative Model. *Journal of Health Communication: International Perspectives*, 10(1), 43–55. <https://doi.org/10.1080/10810730590904571>
52. Sellnow, Timothy; Mattew, W. S. (2013). *Theorizing Crisis Communication*. John Wiley & Sons, Inc
53. Siegrist, M., & Zingg, A. (2014). The role of public trust during pandemics: Implications for crisis communication. *European Psychologist*, 19(1), 23–32. <https://doi.org/10.1027/1016-9040/a000169>
54. Salim.Agus (2001). *Teori dan Paradigma Penelitian Sosial.*, Yogyakarta: Tiara Wacana
55. Samovar, Lary. A & Richard E. Porter, (2006), *Intercultural Communication.*, Thomson and Wadsworth Publisching Company: Belmont California
56. Sarantokos, S. (2005), *Social Research.*, United States: Palgrave McMillan
57. Say & Margareth, McConnon, (2008), *Conflict Management in The Workplace.*, Spring Hill House: Spring Hill Road, Begbroke Oxford OX5 1RX. United Kingdom
58. Scannell, Mary. (2010). *The Big Book of Conflict Resolution Games.*, United States of America: McGraw – Hill Companies, Inc
59. Stake, Robert E. (1994). “Case Studies” in Norman K. Denzin and Yvonna S. Lincoln (eds.). “*Handbook of Qualitative Research*”., Thousand Oaks, California: SAGE Publications, Inc.
60. Stewart L. Tubbs dan Sylvia Moss. (1996). *Human Communication: Konteks-Konteks Komunikasi.*, Bandun: Remaja Rosdakarya.
61. Van Dalen, (1998) *Understanding Educational Research: An Introduction*, NewYork: McGraw-Hill Book Company
62. West, Richard & Lynn H. Turner. (2013). *Pengantar Teori Komunikasi: Analisis dan Aplikasi Edisi 3* (Brian Marswendy. Terjemahan). Jakarta: Salemba Humanika.
63. Witkin and Stephen, (1972) dalam Pacha, (1988) (diunduh dari <http://escholarshare.drake.edu>, 27 November 2014, 21.15
64. Vaughan, E., & Tinker, T. (2009). Effective health risk communication about pandemic influenza for vulnerable populations. *American Journal of Public Health*, 99(SUPPL. 2), 324–332. <https://doi.org/10.2105/AJPH.2009.162537>
65. Weeks, D. (1984). *Conflict Partnership: How to Deal Effectively with Conflictc*. Burgundy Woods: Trans World Production.
66. Wibawa, D. (2018). Communication pattern of Indonesian journalists with news source in the internet era. *Jurnal Komunikasi: Malaysian Journal of Communication*, 34(1), 316–329. <https://doi.org/10.17576/JKMJC-2018-3401-19>
67. Wirawan. (2010). *Konflik dan Manajemen Konflik: Teori, Aplikasi, dan Penelitian.*, Jakarta: Salemba Humanika.
68. Yin, Robert K. (1994). *Case Study Research.*, Thousand Oaks, London, New Delhi: SAGE Publications.