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## The Role of Assertive Communication in Managing Internal Conflicts Among Members of the Indonesian Islamic Student Movement (PMII)

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**Abstract:** *Differences in the orientations and backgrounds of student organization members have the potential to give rise to internal conflicts that can hinder the organization's effectiveness if not managed properly. This study aims to analyze the practices and role of assertive communication in managing internal conflicts, as well as its contribution to solidarity and organizational sustainability among members of the PMII Green Campus Indramayu Branch. The study employs a descriptive qualitative approach through semi-structured in-depth interviews, participatory observation, and document analysis, utilizing the Miles and Huberman model. The findings indicate that assertive communication is implemented through the argumentative expression of opinions, decision-making based on collective deliberation, and the proportional management of emotions. Assertive communication plays a central role in conflict resolution through an integrative approach that accommodates the interests of all parties, while simultaneously strengthening members' cohesion and sense of belonging to the organization. This study concludes that assertive communication is a strategic competency that functions as an integrative mechanism in maintaining the stability and sustainability of student organizations based on Islamic values.*

**Keyword:** *Assertive Communication, Internal Conflict, Student Organizations, PMII, Organizational Solidarity.*

### INTRODUCTION

Communication serves as the foundation of every social interaction that shapes relationships between individuals and groups. In an organizational context, communication plays a vital role in building trust, coordinating members, and conveying information effectively. In addition to trust, open communication within an organization is also greatly influenced by the level of honesty among members (Andriany, 2021). Good communication in an organization makes it easier for people to talk to each other openly, honestly, and

respectfully, as well as to send messages. Assertive communication is a way of talking that shows these values.

Assertive communication can be defined as a person's ability to express their thoughts, feelings, and needs honestly and openly without belittling others. Assertive communication strikes a balance between respecting the rights of others and one's own interests (Kustiawan et al., 2022). Assertive communication skills are typically accompanied by strong empathy and self-confidence, as well as the ability to express criticism or opinions without causing tension. Assertive communication, therefore, is essential for fostering harmonious relationships and a supportive work environment.

A study conducted by (Dori Chandra & Suhendri, 2025) found that people who communicate assertively are better able to express their opinions and mediate differences without causing emotional conflict, and researchers (Hidayat Rahmat et al., 2024). found that assertive communication on campus can improve interpersonal relationships and create a more welcoming organizational environment.

Assertive communication plays a crucial role in managing internal organizational conflicts, as it allows members to openly express differing viewpoints without causing undue tension. Students in groups like PMII often fight because they have different backgrounds, points of view, and ways of moving. So, if people in groups like PMII can talk to each other directly, they can express their wants and resolve their differences like adults. Assertive communication is important for managing conflicts within an organization because it allows people to share their thoughts without escalating issues. Conflict management is the act of guiding interactions to reduce

bad effects and find good solutions. (Rahim's model, 2013). Avoiding, dominating, integrating, complying, and compromising are five ways to solve problems. Both assertive communication and the integrating approach prioritize cooperation and honest communication (Shafa Rani & Laksmiwati, 2024).

There is still a gap in research that needs attention. For instance, the Indonesian Islamic Student Movement (PMII) often faces issues among its members. They come from different backgrounds, have varying opinions, and use different strategies. PMII is a group that teaches students about Islamic values and how to be good people. It also helps them become leaders. Members often hesitate to share their thoughts in official forums, and there is not enough communication between the executive board and the members. The movement's differing tactics can also create problems within the group.

The study's results show that some members of the PMII Green Campus Branch still need to improve how they express themselves during disagreements in the organization. Real-world data shows that when people face disagreements, some tend to be passive and keep their opinions to themselves. Others respond aggressively and defensively. These response patterns worsen the conflict and make it more difficult to discuss the issue and collaborate on a solution.

The study's results indicate that some members of the PMII Green Campus Branch have not demonstrated strong assertive communication skills when handling conflict within the organization. Research shows that during disagreements, some individuals choose to remain silent and do not express their thoughts or conflicts, while others respond aggressively. Such reactions make it more difficult to communicate and resolve issues, and they can even exacerbate the problem.

When people can't communicate clearly, it becomes harder for them to get along and solve problems. If leaders and members don't discuss their differences politely, they may not trust each other as much. Over time, this could lead to the organization struggling to address issues related to its structure and culture because it will be less unified.

This situation is confusing because PMII believes that ukhuwah (brotherhood) and musyawarah (consultation) are important for group dynamics. People must communicate honestly, respectfully, and healthily, considering different viewpoints to support these concepts. PMII also plays a key role in helping more people embrace the values of Nusantara Islam. These values highlight that essential aspects of social practice include open communication, open-mindedness, and collaboration (Wasi' & Erawati, 2019). It's more important than ever to focus on assertive communication skills in the context of PMII. This study is important from a theoretical standpoint because it will help us better understand how assertiveness theory and conflict management work together in student groups. It could also help the field of communication science progress, especially regarding communication between individuals and organizations (Rahim's model, 2013). Nonetheless, the results are expected to help PMII members and executives understand the importance of assertive communication for resolving conflicts and promoting a culture of open, fair, and inclusive communication.

In this context, this study looks at three research questions: (1) how PMII members use assertive communication to confront and manage internal organizational conflicts; (2) the role of assertive communication in resolving internal conflicts within PMII; and (3) the impact of assertive communication on maintaining member harmony, solidarity, and the overall sustainability of the organization. This study aims to explore the methods and effectiveness of assertive communication in dealing with internal conflicts and to clarify its role in promoting the sustainability and unity of the PMII organization.

## **METHOD**

This study uses a descriptive qualitative approach. This method was chosen because the study aims to understand how assertive communication can help members of the Indonesian Islamic Student Movement (PMII) handle conflicts in their group. It focuses on their own experiences, viewpoints, and social interactions.

As was said by (Abdul Fattah Nasution, 2023), The goal of descriptive qualitative research is to get a complete picture of how informants feel, how they communicate, and what their subjective meanings are. This method is thought to be useful because internal conflicts in organizations can't be measured in numbers and must instead be understood through the way people in the organization interact and communicate with each other.

This method aligns with research in conflict management and communication psychology. It views communication as a social interaction that evolves over time and in different situations. In PMII, members must speak up and ensure they are heard to make decisions, have discussions, and resolve disagreements. This study focuses on interpersonal communication within the organization rather than on resolving conflicts. (Rahim, 2002).

There are two types of data in this research: primary and secondary. We collected primary data by conducting in-depth interviews and observing members of the PMII Green Campus Branch's executive board and active members involved in internal disputes and decision-making. Secondary data came from books, academic journals, PMII organizational records, and other past research on assertive communication and conflict resolution.

The study focuses on PMII branch chairpersons and active members, particularly those directly engaged in the organization's operations and who have previously mediated internal conflicts. The participants were selected based on their relevant experience and knowledge of using assertive communication to resolve conflicts. This study looks at assertive communication to help members of the Indonesian Islamic Student Movement (PMII) resolve their personal conflicts. It covers how members talk to each other in the organization's forums, how they express their thoughts, and how they react to what others think.

The study took place on January 10, 2026. It was conducted at the PMII Green Campus Branch in Karangampel, Indramayu Regency, West Java. The research focused on assertive communication to address internal conflicts, which fits well with the organization's active operations. This choice of location was therefore justified. Three data collection methods were used: documentation, observation, and in-depth interviews. Semi-structured interviews helped gather the informants' thoughts, feelings, and understanding of assertive communication strategies and conflict management. In qualitative research, in-depth interviews are essential for obtaining detailed and contextual information. (Abdul Fattah Nasution, 2023).

We observed PMII members as they talked and worked together to understand their communication and interactions. We supported the main data with documentation, including organizational records, meeting minutes, and other relevant materials. We applied the Miles and Huberman model, which consists of three steps, to conduct a descriptive qualitative analysis of the data.

1. Data reduction: simplifying the information from interviews, observations, and documents to make it easier to understand and more focused on the research goals.
2. Data Presentation: turning data into stories or quotes to clarify how assertive communication works and how to resolve conflicts.
3. Drawing Conclusions and Verification: understanding what the data means and identifying patterns in how concepts are related to ensure that the conclusions are valid. (Sugiono, 2013).

This study used triangulation of sources and methods to make sure the data was valid. This meant comparing the results of observations, interviews, and documents to make sure the research data was consistent and reliable (Abdul Fattah Nasution, 2023).

## **RESULT AND DISCUSSION**

### **Research Results**

This section shows the study's conclusions, which are based on primary data from in-depth interviews with the Chairperson and members of the PMII Green Campus Branch in Indramayu. The data are presented in an analytical and structured way, based on the research focus that was set up earlier.

There are three main parts to the discussion of the results. To deal with and manage conflict within an organization, it first looks at how to use assertive communication. Second, it talks about how assertive communication can help settle disagreements. Third, it talks about how assertive communication can help an organization work better together and what that means for the organization's long-term health.

### **An Overview of PMII Members' Assertive Communication Practices in Addressing and Managing Internal Conflicts**

The research's results led the executive board and members of the PMII Green Campus Branch in Indramayu to start using assertive communication techniques to deal with and resolve conflicts within the organization. You can see these behaviors in how people talk about their opinions, how they make decisions, how they deal with disagreements, and how they settle conflicts at work and in meetings.

The PMII Chair said that he tries to be fair and not take sides when people have different points of view. When the organization makes choices, it always thinks about how reasonable the arguments are and how they will affect the organization's long-term survival. If there are two equally strong points of view, the Executive Board (BPH) or the Steering Committee (KSB) will talk about the issue and make a choice as a group instead of letting one person make the choice. "I think about how disagreements change things and how fair

they are," the person said in the interview. If both the BPH and KSB forum members are strong, they talk about the choice there. (Chairperson of PMII)

Members say that assertive communication is shown by their willingness to speak their minds honestly and freely in group settings, even though they sometimes feel uncomfortable doing so in front of leaders or seniors. Interview Excerpt: "When people share their thoughts, especially in front of leaders or older people, they seem to hesitate." However, it is usually still valued as long as it is said in a polite way. (PMII member)

This means that the way the organization is set up and the way people talk to each other are closely related. Even though there is a hierarchy, members still try to voice their opinions in a polite and responsible way.

Members use other ways to talk to each other when the forum isn't a good place to do so in order to keep arguments from getting worse. A part of an interview:

"I like to share my thoughts in private or with a small group first if the forum isn't right. This way, I don't make things worse. (PMII member)

This strategy shows that PMII members don't always communicate assertively in big groups; they also do it in one-on-one conversations. This is a better way to handle disagreements.

In an organization, assertive communication is when someone can share their thoughts in a way that is honest and respectful. This is what assertive communication means: being able to listen to what other people have to say and share your own thoughts in a respectful and honest way (Tiara & Khotimah, n.d.).

In general, PMII uses assertive communication to handle and resolve internal conflicts in the following ways:

1. Speaking in a calm and logical way.
2. Talking about things together to make choices.
3. The courage to speak up while still following the organization's rules and morals.
4. Using a dialogic approach in both formal and informal settings.
5. Being able to control your emotions and respect other people's points of view.

So, assertive communication isn't just about what you say; it's also about how the company deals with problems.

### **Findings on the Role of Assertive Communication in the Internal Conflict Resolution Process**

It has been demonstrated that PMII's method for addressing internal conflicts requires assertive communication. Most of the time, conflicts happen when two groups don't agree on something. He doesn't use his leadership authority right away in these kinds of situations. Instead, he uses a dialogic method that lets people from both sides talk about the problem in private. This plan tries to stop the conflict from spreading to other people and also find out what started it in the first place. The person being interviewed said, "I don't use my power as chairperson right away if two people disagree." "To find out where the problem is coming from, it's best to first ask their representatives to a private meeting. (Chairperson of PMII) Conflicts can be settled in a friendly and respectful way without hurting relationships between members.

The members say that being able to control your emotions and respect each other are very helpful in settling disagreements. They made it clear that when there is a disagreement within the committee, everyone has the right to speak their mind without blaming the other side. Polite and understanding communication can turn conflicts that could have caused tension at first into conversations that lead to mutual understanding. This shows how assertive communication can help people work together and turn a fight into a chance to learn. The interview says, "We can talk about our differences without blaming each other."

Until an agreement is reached, polite and respectful communication can help people who don't agree with each other. (PMII member).

In PMII conflict resolution, assertive communication means being able to say what you think, control your feelings, respect other people, and have a conversation that is both understanding and interactive. These findings demonstrate the efficacy of Alberti and Emmons' theory, corroborated by the PMII student organization's application of active listening and empathy in problem-solving.

### **The Value of Assertive Communication in Promoting Unity and Guaranteeing the Long-Term Sustainability of the PMII Organization**

People need to keep the peace and accomplish tasks. Alberti and Emmons state that being assertive means being honest, accepting differences, and finding effective ways to resolve conflicts. These actions can help you communicate your ideas and maintain friendships.

The leader of the Indonesian Islamic Student Movement (PMII) believes that disagreements are a normal part of the group's growth as leaders and thinkers. He sees them as non-threatening to the group's unity. He approaches situations calmly and listens to others' views. This approach helps leaders and members get along better, which prevents conflicts within the group. One part of an interview states, "Having different opinions is not a threat; it's part of the process of developing leaders to help members learn to think critically and respect other people's points of view." (Head of PMII).

A leadership style that encourages communication and consultation without forcing it will create stronger emotional bonds between leaders and members. This helps maintain unity and peace within the organization, preventing conflicts from causing division. Leaders who model good behavior, establish fair rules for rewards and consequences, and promote open dialogue among team members will be more effective in teaching discipline. Discipline involves more than just presence; it also includes moral responsibility and a strong work ethic. (Mujahidin et al., 2025).

Members say that they can still be friends even if they don't agree as long as they talk to each other and treat each other with respect. They think that the workplace is more relaxed when people don't judge each other and pay attention to what others say. This way of talking doesn't make people feel like they're not part of the group, so they still feel like they are. People who were interviewed said that "members' relationships stay good if they talk to each other with respect." We still feel like we belong because what we think matters. (Part of the PMII).

Assertive communication helps PMII stay strong by encouraging members to talk about their problems in a healthy way and get to know each other better. These findings corroborate the assertions made by Alberti and Emmons regarding the significance of open and dialogic communication within student groups.

Not just saying what you think, but also being assertive is now an important part of how the PMII Green Campus Branch deals with conflicts within the organization. Members should be able to stay calm when they disagree, be polite to each other when they talk, and have the guts to say what they think in a clear and logical way.

The interviews show that the chairperson and the members of the organization try to be fair and strong while also following the rules and morals of the group.

It's not a good idea to fight or rely on your power to solve problems. People often don't talk about their issues; instead, they converse and make decisions together in meetings. This shows that direct communication can help people understand each other better, even if they disagree.

Individuals feel safe expressing their thoughts when they know that being assertive will benefit them. They won't have to worry about being rejected or ignored. People no longer believe that disagreements can lead to group breakdowns. They don't see them as negative; they view them as a normal part of growing as a person and leader. In this environment, people see disagreements as opportunities to learn from each other and to reflect on their own ideas. This really helps them get along better.

## **Discussion**

The results of this study show a strong connection between the communication styles of student organization members and the conflict dynamics within those groups. Members of an organization will have different opinions because they come from various backgrounds, have diverse experiences, and perceive things differently. Often, these disagreements can be beneficial. However, if members don't know how to communicate effectively, these disagreements can escalate into fights. Therefore, it's crucial for everyone to express their ideas clearly and respectfully to maintain stability and balance in the organization.

Effective communication is essential because student groups are constantly evolving. Communication involves more than just sharing information; it also helps to address differences and unite members. When people avoid direct communication, it can be challenging to identify problems. In contrast, an aggressive approach can worsen conflicts and damage relationships. In this situation, assertive communication is the best solution, as it allows individuals to express their thoughts while respecting the rights and opinions of others.

This point of view is in line with the findings of (Widyastuti et al., 2017) which says that using assertive communication affects both the quality of relationships between people in an organization and how well conflicts are handled. With this framework in mind, the goal of this conversation is to look at how PMII's assertive communication practice handles, resolves, and keeps track of conflicts within the organization.

## **Assertive Communication Practices of PMII Members in Addressing and Managing Internal Organizational Conflicts**

The research indicates that the PMII Green Campus Branch in Indramayu employs assertive communication through the methods of idea sharing, decision-making, and conflict resolution in organizational forums. In this case, communication is a strategic way to resolve conflicts that is both useful and effective, as well as a way to share information.

Alberti and Emmons say that assertive communication is the ability to say what you think, feel, and believe in a clear, honest, and direct way while also respecting other people's rights. The study shows that PMII members and leaders have these traits because they know how to stand up for themselves and respect other people's points of view.

People who share their opinions in organizational forums do so in a way that is combative and focuses on the group's needs rather than their own. This pattern shows that being assertive means being aware of your social duty when you talk to other people. Also, instead of one person or group having all the power, everyone has a say in the decision-making process. This is an example of assertive communication that everyone can use and that encourages people to talk to each other.

According to Alberti and Emmons' theory of assertiveness, junior members of a hierarchical organization should be able to say what they think. This shows that they are aware of themselves and have enough confidence in themselves. But the interaction doesn't make people act aggressively, as shown by how they can control their feelings and how they talk to each other.

The organization is mature enough to meet transparency requirements because they only share information about the executive board when they need to. In this way, the chapter

chair knows that being open doesn't mean that every member needs to know everything that happens in the chapter. But the idea of being responsible isn't just set; it's kept alive by meetings in the organization. This shows that the group is trying to find a balance between being honest and being responsible. People believe that being honest does not mean speaking the truth without considering the consequences. They see it as a polite way to communicate that considers the organization's long-term health (Fadhilah, n.d.).

These findings match the research done by (Dori Chandra & Suhendri, 2025) This shows that assertive people can solve their problems without making them worse. This study shows that assertive communication can thrive in organizations with strong beliefs and clear hierarchies, as seen in PMII. People at the PMII Green Campus Branch in Indramayu now use assertive communication all the time, not just when they speak to each other.

When people disagree, the group remains stable if they keep their emotions in check and stay calm. These results show that expressing concerns is important for resolving conflicts and for the organization's ongoing success (Alberti & Emmons, 2017; Littlejohn & Foss, 2011). Assertive communication at the PMII Green Campus Branch in Indramayu is a social idea that shows how mature its members are, both as individuals and as a group, in dealing with the organization's internal dynamics.

### **The Role of Assertive Communication in the Internal Conflict Resolution Process**

This study's findings show that PMII's approach to managing conflict in organizations includes assertive communication as a key part. You can't force two groups to agree by controlling them or having the organization's leaders dictate the structure. Instead, people need to discuss their issues openly and thoughtfully, involving everyone. This way, everyone understands that conflict is a normal part of business. Management should provide support rather than punishment.

This view resembles Alberti and Emmons's concept of assertive behavior. They believe that being assertive involves clearly and honestly expressing what you think, feel, and want, while respecting the rights of others. In this study, assertive communication means interacting in ways that give both people a fair chance to share their thoughts, explain their viewpoints, and express their wishes. People view communication not as a means to gain power, but as a way to understand each other and discover common ground.

When you look at Rahim's conflict management theory, the study's conflict resolution methods favor the integrating (collaborative) style. This approach emphasizes teamwork and open communication to find solutions that benefit everyone. The integrating method focuses on solving problems rather than on winning or losing. It relies heavily on the participants' ability to communicate clearly and directly. If you can't express your needs in an honest, responsible, and open manner, it's tough to achieve your goals. This aligns with the results (Widyastuti et al., 2017) This shows how important it is to be assertive when you talk to people. It helps keep your relationships peaceful and prevents fights from escalating into emotional hostility. This study supports these findings and adds to the discussion by demonstrating that assertive communication can bring about change.

It can turn conflict into an opportunity for the group to learn rather than a source of stress. People in the organization discuss how they communicate, how decisions are made, and how work is divided among employees. They also address ongoing problems. Many believe that conflict can be beneficial because it can enhance group collaboration and performance.

These results show that being assertive helps people get along and run a business effectively. In an organization like PMII, assertive communication fosters a culture of dialogue that is democratic, open to all, and centered on finding solutions. Therefore, one of

the best ways to support an organization in staying stable and growing is to help its leaders and members improve their assertiveness in conversations.

### **The Contribution of Assertive Communication to Solidarity and Organizational Sustainability**

The study shows that assertive communication is essential for keeping the PMII organization united and strong over time. In an organization based on values, differing opinions are seen as a normal result of discussion and member growth, instead of a risk to stability. The organization can manage these differences more effectively when people speak up respectfully. This approach also allows the group to view issues from various perspectives, leading to a clearer understanding.

This idea matches what Alberti and Emmons say about assertive communication. It is a way of speaking that is honest, open, and respectful of other people's rights and dignity. This framework states that assertive communication is key for building good and fair relationships and for sharing ideas. When people respect one another, they can communicate in a way that makes everyone feel safe expressing their thoughts without fear of being rejected.

Every day, the PMII community follows these rules. Leaders and members are open with one another. Psychological safety means people in an organization feel secure enough to share their thoughts, critique others, or propose new ideas without fearing judgment. Dialogic and participatory interactions help achieve this state. This type of psychological safety is crucial for building a company that welcomes everyone and can change.

Studies show that people who feel their contributions are valued and recognized usually feel they belong in the group. This sense of community isn't just sentimental; it also indicates that people are committed to the group's goals and values. According to group cohesion theory, feeling like you belong is one of the most important factors that affects an organization's stability and ability to recover from internal and external challenges.

It's interesting to consider that an organization can function well even if it operates in different ways. People can help the group learn by discussing their differences openly. When they clarify, negotiate, and seek common ground, they feel that the process is fair. This openness brings them closer together. Conflict can unite people instead of pushing them apart.

For those in the PMII group, which is based on Islamic values, being assertive is more than just a skill. It's a way of life. "Ukhuwah Islamiyah" means being a brother, helping others, and caring for them. Caring for each other gives life meaning. This belief shapes how Muslims relate to one another today. When you show empathy, you try to understand what someone else feels, what they need, and what they are thinking. You also try to make sense of your own thoughts. This makes it easier for people to get along when they talk to each other, which is good for social harmony and makes people feel good about their work (Fikri Ginting et al., 2025).

### **CONCLUSION**

The research findings demonstrate that assertive communication is crucial for addressing internal conflicts within the student organization, specifically at the PMII Komisariat Kampus Hijau Indramayu. People can learn to communicate assertively. This approach has also become a part of the organization's culture, which encourages healthy and productive interactions.

People in this group are clearly using assertive communication because they are brave enough to say what they think, they take their time making decisions, and they can stay calm when they don't agree with someone. People can talk about their problems without getting angry when they do this. They don't just take them to places where they can talk about them

in a good way. Research has also shown that assertive communication can help people work together to find solutions to problems. Everyone can say what they think without being pushed or controlled, which makes the solution fair and acceptable to everyone. This also helps members feel that they care about one another. Strong communication makes the business stronger and more stable. Members feel like they belong, are valued, and can get along even when they disagree.

People don't think fights are bad anymore. They don't think of them as bad things; instead, they think of them as a normal part of how an organization grows and learns. Everyone in the organization needs to learn how to speak clearly and with confidence, according to this study. PMII values brotherhood and conversation. This skill is important for maintaining an open, peaceful, and lasting workplace...

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