

## **Conflict Management And How To Manage Conflict In Organizations**

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### **ABSTRACT**

Conflicts that occur in an organization can hinder achieving the desired goals, therefore conflicts need to be managed properly so that their impact can be minimized. This study aims to describe conflict within an organization, what factors cause conflict, approaches to conflict resolution, and the impact of conflict on organizational performance. The type of research used is a literature study. From the results of the research that the author did, namely (1) conflict can be interpreted with 3 meanings namely positive, neutral, and negative meanings, (2) the factors that cause conflict can come from external and internal factors of individual organizations. Internal factors can be personality differences, stress, decreased productivity and so on. While external factors can be in the form of communication problems, limited resources, sexual harassment, and so on, (3) the approach to dealing with conflict requires leadership skills. There are eight conflict handling approaches namely, deliberation, third party intervention, confrontation, bargaining (bargaining), compromise, mediation, conciliation and consultation, and increasing resources, and (4) an individual's performance can be hampered due to conflict, but Not all conflicts have a negative impact, conflict can have a positive impact if it can be managed properly.

**Keywords:** Conflict Management, Factors Causing Conflict

### **PRELIMINARY**

Conflict is something that often occurs in organizations. The existence of groups that can lead to conflicts such as differences in skills and composition of the group, differences in goals among group members, dual roles or ambiguity in responsibilities, or perhaps due to the existence of a different reward or reward system, which can lead to conflict. The presence of conflict in an organization cannot be avoided, but can be minimized. Conflicts in organizations can occur between individuals, groups, or leaders. In dealing with conflict, it can also be used as an indicator of organizational success, because of the performance produced in a comprehensive manner, both in terms of financial performance, human aspects, aspects of work methods and a conducive environment. According to (Rusdiana, 2015) Conflict is an interaction process that occurs due to a discrepancy or difference between two opinions, whether it occurs within the organization, the degree of specialization given, the compatibility between the goals of organizational members and organizational goals, leadership styles, and compensation systems that affect the parties involved, both positive and negative. In the process of interaction between a subsystem with other subsystems does not always occur compatibility or compatibility between the individual implementers. Different individual traits or other differences often lead to conflict. Handling it, interdependent individuals and groups must create working relationships that support each other, in order to achieve organizational goals. (Sultoni, 2015) said that handling conflict will not be separated from the role of the leader, conflict that is managed and controlled properly can lead to the benefit of the organization as a unit. On the other hand, conflicts that are not handled properly can escalate openly to the detriment of the organization's interests. Therefore, managers or leaders in organizations must be able to manage conflicts that exist in the organization well so that organizational goals can be achieved without obstacles that create conflicts. One of the things that must be owned by a leader or manager is how to manage a conflict. Conflict is something that cannot be separated in human life, conflict is part of being human and is part of one's social culture and professionalism. According to (Mayer, 2012) conflict is a natural thing and often occurs in an organization, be it a profit or non-profit organization. Conflicts in organizations have often occurred and have had a major impact on the company itself and the members of the organization or workers in the company. But from the many conflicts that exist, some conflicts have a positive impact too, so not all conflicts that occur in an organization are negative, because if there is a conflict in an organization then the institution can correct itself from these mistakes and can be better than these mistakes. . Things that can trigger conflict are the presence of distrust between one individual and another, poor communication that can lead to anger from the interlocutor. Conflicts that occur in an organization can hinder achieving the desired goals, therefore conflicts need to be managed properly so that their impact can be minimized. Therefore, this study aims to describe conflict within an organization,

what factors cause conflict, approaches to conflict resolution, and the impact of conflict on organizational performance.

## **RESEARCH METHOD**

The method used in this research is a literature study method. Literature studies can be taken from various sources such as newspapers, magazines, internet, documentation books, journals, and books. According to (Ulfatin, 2015) said that the study of literature studied various reference books and articles from the results of previous research based on national and international journals that were relevant to the topic of discussion, namely Conflict Management in Organizations. In order to save the researcher's time, the literature can be reviewed and viewed from the summary section of the literature sources first, through this activity information is obtained according to the topic of discussion more quickly. Broadly speaking, several steps taken by researchers in conducting this literature review are: (1) starting from primary literature sources, namely research results from books, (2) reading theories to identify the relevance of sources to the research topic accurately and quickly, (3) make direct notes to facilitate the preparation of sub-topics of discussion, and (4) write complete library data or references for each source obtained, researchers in conducting reference searches, identification of authenticity and quality of literature. With this step, the information is obtained and then compiled, seen the results, and discussed in this article.

## **RESULT AND DISCUSSION**

### **Conflict in Organization**

In essence, conflict can be defined as antagonistic psychological relations, hostile emotional attitudes, differences in values, in the form of subtle resistance to open resistance. Conflict can also be defined as a situation in which there is a conflict of intent between values or goals. According to (Anzizhan, 2015) organizational conflict is a conflict that occurs when the goal-oriented behavior of one group clashes or is threatened by the goals of another group. In essence, conflict is all kinds of contradictory or antagonistic interactions between two or more parties. More broadly, (Saiti, 2015) argues that conflict is closely related to the motives, goals, desires, or hopes of two individuals or groups that cannot run simultaneously. The existence of this disagreement can be in the form of disagreement with the goals set or it can also be against the methods used to achieve the goals. (Stepanova. O, 2020) state that conflict is a term that includes diverse interests or differing disagreements referred to in a number of ways including: dispute, conflict of interest, competing interests or

simply a problem. In a negative sense, conflict is associated with the characteristics of savagery, violence, barbarism, destruction, destruction, irrationalism, without emotional control, riots, war strikes, and so on. In a positive sense, conflict is associated with challenges, new things, innovation, improvement, renewal, creation, growth, development, rationality, introspection, change, and so on. Whereas in a neutral sense, conflict is defined as the usual result of the diversity of human individuals with different traits, interests and different life goals. Destructive conflict causes harm to the individuals or organizations involved in it. Such conflict usually occurs when two members of an organization cannot work together because of hostility between them (a destructive emotional conflict) or when members of an organization are unable to act, because they cannot reach a consensus understanding of group goals (a conflict). destructive substantive conflict There are two basics of conflict, namely (a) First, internal conflict is a conflict that occurs in oneself, such as one's own beliefs and principles, and (b) Second, External Conflict, namely conflict with other people and the surrounding environment. Conflicts are generally motivated by incompatibility or differences in values, goals, status, etc. Regardless of the factors behind the occurrence of conflict, symptoms that arise in an organization when a conflict occurs are when individuals or groups show "hostile" attitudes with individual or other groups that affect performance in carrying out activities.

#### Factors Causing Conflict

According to (Coleman, 2007) said that conflict can increase if someone works individually, or there is conflict with each other. There are several factors that cause conflict in an organization, namely:

##### 1. Poor communication

Communication is one of the worst causes in an organization, poor communication can be caused by language differences, different understandings, and failure to convey something.

##### 2. Personality differences

Organizational members in an organization come from different backgrounds and experiences in the formation of their personality, if organizational members cannot understand and respect each other's differences, conflicts or problems will arise.

##### 3. Resources that are not shared equally,

One way to resolve conflicts in an organization is to use the principle of sharing. That is, in an organization there must be an administrative policy that divides the available resources evenly and sustainably to avoid the conflict. Organizations also need to be aware of other sources of differential treatment that give rise to ethical problems.

#### 4. Stress

Stress is a condition of a person who feels too much under mental or emotional pressure. Pressure will become stress when a person is not able to handle it. Stress will affect the way one thinks, behaves, and how one's body will work. Some signs that someone is stressed are sleep problems, loss of appetite, sweating, and lack of concentration at work. This will cause conflict between members and leaders of the organization.

#### 5. Sexual harassment

Sexual harassment is a problem that a person faces due to discomfort related to their sexual problems. When in an organization there is no code of ethics that regulates things like this, there will be conflicts between personnel in the organization,

6. The implications of work conflict on productivity and organizational survival, When someone tries to meet the pressure needs in their life, they will work whatever the organization wants.

7. Members leave the organization, too much conflict in an organization will cause a person to feel uncomfortable and will leave the organization.

8. Decreased productivity, Someone who is not focused on doing work, his productivity will decrease, this will be a conflict between members and leaders.

According to (Thakore, 2013) there are six main conditions that cause conflict in organizations:

1. Goals that are not in line, Members in an institution may disagree with the goals that have been set by an organization. It could be that the agency's goals get in the way or don't align with someone's personal plans.

2. Differences in values, Differences between organizations, departments, and various parties such as in terms of values, beliefs and experiences become a source of conflict. When all agree on a goal, people may differ in the use of means to achieve the goal.

3. Dependence, Interdependence, if a team relies on the work of another team to start a job, can be a source of conflict. Because if something goes wrong it will have an impact on the other party

4. Minimal resources. When resources are limited, people or units/ departments can fight over them and cause conflicts, so good management is needed.

5. Ambiguous rules, Each position in a company may already have a job description that reflects the role of that position. However, in practice it can be floating or unclear and lead to practice errors.

6. Communication problems, Incorrectly receiving or sending messages can cause problems that often trigger conflicts. Whether it's limited communication opportunities so rely on assumptions that are not necessarily true or there is another conflict that causes lazy communication.

Based on this description, there are six factors that cause conflict, namely, incompatible goals, differences in values, dependence, minimal resources, ambiguous rules and miscommunication. These six factors require good control so as not to interfere with the organization's course of achieving its goals. Conflict within the organization can worsen an organization. The things that can worsen the organization are the first, the lack of participation in decision making. (Vries. G, 2012) say that if members refuse to express their opinions related to work, the organization will not benefit from their ideas and perhaps useful suggestions, if considered, can help improve organizational performance; the second is operational; the third is the nature of supervision; and the fourth is the problem of student behavior.

### Conflict Handling Approach

Mneurut (Vries. G, 2012) conflict control is carried out through deliberation approaches, third party intervention, confrontation, bargaining (bargaining), and compromise.

#### 1. Deliberation

Deliberations are held so that the conflicting parties can find the best solution for the problem at hand, not seeking a one-sided victory. The purpose of deliberation is so that each gets what he wants so that neither party is defeated. The steps taken are as follows:

- Identify the problem, by seeking information from conflicting parties or those who know about the conflict.
- Bring the two parties together in a dialogue forum led by the leadership,
- Leaders monitor the realization of the results of the deliberation.

#### 2. Third party interference

Third party intervention is necessary when the conflicting parties do not wish to negotiate or have reached an impasse. To prevent disputes between members that lead to stagnation, organizational consultants are needed who resolve internal disputes through external enforcement.

### 3. Confrontation

Confrontation is carried out by bringing together the conflicting parties to be asked for their opinion directly in a meeting/siding, and the leader acts as a moderator. This method can be used as a rational conflict resolution and one must accept the opinion and position of the other party based on more rational and correct reasons.

### 4. Bargaining

Bargaining is conflict control through an agreement exchange process with the aim of achieving the benefits of both parties to the conflict. In the bargaining process, the point is not to require the conflicting parties to submit something that is considered important to their group.

### 5. Compromise

A compromise approach is used to resolve conflicts by finding a middle ground that is acceptable to the conflicting parties. The attitude needed to be able to carry out a compromise is that one party is willing to feel and understand the situation of the other party. Neither side wins or loses, each gives concessions or concessions. Both sides got what they wanted but not completely, and lost but not completely. Collaboration is usually considered the best method for resolving conflict. This is called the win-win approach. There is no need for both parties to give up a valued position. Instead, both parties will be open to each other to seek new, higher goals.

(Thakore, 2013) explains that the solutions for solving conflicts in organizations are as follows:

#### 1. Mediation

Mediation is the most common form of conflict resolution. It involves an independent and impartial person helping two individuals or groups reach a solution that is acceptable to everyone. Mediation can be successful if both parties trust the mediator.

#### 2. Conciliation and consultation

This conflict solution can be said to be less formal because the conflict solution is more voluntary, or the willingness of the conflicting parties.

### 3. Increase resources

Handling this conflict is planning ahead about proper distribution of resources rather than making haphazard last-minute allocations.

Based on this explanation, it can be concluded that there are eight conflict resolution approaches, namely, deliberation, third party intervention, confrontation, bargaining, compromise, mediation, conciliation and consultation, and increasing resources. All of these methods will be effective if used under certain conditions and with the right steps. Good conflict management allows the smooth running of the organization as desired. The principle of a win-win solution with all parties, so that the conflicting parties accept the decision happily and neither party feels disadvantaged. This method can divide the differences between the two positions and make concessions to find a middle point or resolve the conflict.

## Conflict Relationship with Performance

Conflict and performance are closely related but are not causal conditions. A person's level of performance can increase or decrease due to organizational conflict, it depends on the extent of the perception of the parties involved. On the other hand, not all parties with good performance are free from conflict. According to Indriyatni (2010) to find out how conflict can affect performance, it can be seen from the types of conflicts themselves, namely:

### 1. Functional Conflict

This conflict is constructive, meaning that it can improve the quality of decisions taken, stimulate creativity and innovation, encourage attention and curiosity among its members, and become a channel that is a means of conveying problems and reducing tension. This conflict does not allow a group to passively accept for granted the decisions taken, which may be based on irrelevant assumptions. This conflict also creates a new idea, namely conducting a reassessment of the organization's goals and activities to achieve change.

### 2. Dysfunctional Conflict

This conflict occurs because one of the parties does not perform the function as it should so that it will hamper the overall activity in other words this conflict will disrupt the overall performance of the organization.

## CONCLUSION

Based on the discussion, several conclusions can be drawn as follows (1) Conflict can be interpreted with 3 meanings. Namely the positive meaning that with the existence of conflict the organization will develop, then the neutral meaning that the conflict does not have any effect on the organization, or can be said to be just a variation. Then the negative meaning where conflict causes a decrease in organizational performance to split; (2) The factors that cause conflict can come from external and internal factors of individual organizations. Internal factors can be personality differences, stress, decreased productivity and so on. While external factors can be in the form of communication problems, limited resources, sexual harassment, and so on. Principals who are not able to lead well will only cause problems in the school organization; (3) The approach to dealing with conflict requires leadership skills. There are eight conflict handling approaches, namely, deliberation, third party intervention, confrontation, bargaining, compromise, mediation, conciliation and consultation, and increasing resources; and (4) the performance of an individual can be hampered due to conflict, but not all conflicts have a negative impact, conflict can have a positive impact if it can be managed properly.

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