Conflict Management Resolution in Organization

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Abstract: Each human life journey cannot be separated from problems. The problems faced are increasingly growing and complex. Few individuals who experience problems will feel pressure within themselves, leading to stress. One of the problems that we often encounter in the reality of life is the existence of conflict in an organization. It cannot be denied that the large number of individuals who gather in a shelter has the potential to cause mild conflicts to even serious ones, which can be caused by two factors, internal and external. Leaders, members, and the surrounding ranks will likely experience a conflict. If conflicts that occur in organizations are not managed properly, these conflicts can disrupt the organization's running. If the conflict cannot be resolved, then the problem will become more serious. Therefore, every organization must be able to manage conflict management. Implementing conflict management is to build and maintain unity within the organization. Improve the ability to resolve conflicts and examine the gaps that exist in the organization.

Keywords: Conflict Management, Organization

1   INTRODUCTION

Conflict can occur when a person perceives that other people have a negative influence or will negatively influence his interests (Robbins & Judge, 2008). The high potential for a conflict is caused by too much or very little communication. In another sense, conflict is defined as doubt or question, dispute, deviant behavior, or antagonistic interaction. The conflict within the organization contains interactions in which one party opposes the other party or tries to block the other party from achieving its goals. Meanwhile, the triggers for conflict are wide-ranging, ranging from disagreements, differences of opinion, fights, and active efforts to prevent one party from getting something it wants, as well as the existence of pitting attitudes between members of the organization. The critical elements of conflict are interdependence with the other party and an idea with incompatible goals. The conflicting parties can be individuals or entire groups within the organization. Conflict can also be interpreted as an essential organizational process that must be managed. According to experts, conflict is one of the roles for regular improvement within the organization, and conflict management also plays a crucial role in the success of its members (Syamsibar, 2021).

In general, conflict can occur if two or more perceptions or actions are considered in an incident. A conflict does not mean fighting, although the situation can be one part of the conflict. Conflict is nothing more than the existence of several choices such as competing with each other or an opinion that is not in harmony. However, in today's society, which is moving with dynamics full of competition and fast-paced dynamics, the emergence of conflict is inevitable. Wherever we are, there will always be conflicting choices. In addition, conflict is always considered something that is not profitable. Conflict also has benefits, including increasing motivation, identifying problems, making group ties tighter, adjusting to reality, increasing skills and creativity, helping to achieve goals, and encouraging growth (Sudarmanto, 2021).

Based on this, we feel that this research is necessary and hope that the theme of conflict management will be a form of a solution in dealing with various conflicts that often occur in an organization because with conflict management, any problems that occur can be resolved so that it will not have a negative influence on members and the organization itself.

2   METHOD

In this study, we used the library or literature study method, which is a method used to find ideas of reference sources in research, with various sources in the form of books, journals, and articles. This literature study examines various reference sources relevant to the topic discussed, namely Conflict Resolution Management in Organizations. Through this activity, information is obtained through the discussion. There are several steps taken by researchers in reviewing this literature, namely, looking for various research sources from national journal articles and then continuing with other literary sources, reading abstracts from these journals to ensure that these sources are relevant to the theme we raise appropriately. Studied the research journals we found and the sections in them and rewrote the literature from each data source obtained—preparation of a list of references using Zotero software and inserting citations in Microsoft Word. The information or data we obtained was sorted and re-identified through these steps to produce this article (Nasrudin et al., 2021).

3   RESULTS

Factors Causing Conflict in Organizations

Several factors can lead to conflict because an organization has various individual characteristics, so conflict is normal. A conflict occurs because there are several factors behind it (Melinda, 2017). Factors that lead to conflict include communication factors, job structure or organization structure, individual factors, environmental factors, and productivity decline factors. First, the communication factor for each organization member must have the nature of mutual respect, understanding and understanding for other members. Conflicts occur in communication factors, usually because there are differences in understanding. Communication is the most important thing to achieve a harmonious organization. Second, the factor of task structure or organizational structure, because of the mismatch between task structure, division of labor, and work procedures, can cause conflict within an organization because this causes members to misunderstand the work they have to do. Inappropriate organizational structure, the goal of getting a particular position, or things that are included in a position or part of an organization can cause conflict. For this reason, it is necessary to set a strategy to reduce conflict (Lumintang, 2015). Then the third, individual factors in organizations that cannot understand each other, either in one unit or between specific units, will cause various problems that create conflicts between individuals. Fourth, environmental factors, where when individuals work in an environment that is not conducive, it will affect the potential work done by each individual and workgroup. An unconducive environment, such as inadequate air, temperatures that are too hot, and untidy spatial planning, including workers' facilities that are not equally distributed between workers, such as members who get better facilities than other members, is what will be a source of conflict on environmental factors (Saefullah, 2005). Fifth is the factor of decreased productivity. When a person does not focus on what he is doing, his productivity will decrease, leading to conflict between members and leaders and members. An organization must have conflict in it, because conflict is a natural thing and can be expected to occur in an organization. So, six situations cause conflict in organizations, namely differences in vision and mission, differences in values, interdependence, lack of resources, and ambiguous rules that can lead to errors due to unclear rules (Nasrudin et al., 2021).

Conflict Process

A conflict can be handled properly if we apply and develop effective coping strategies. The intensity of the conflict can determine an effective strategy. The conflict has several stages, each involving emotions at a certain level and with a certain intensity (Sudarmanto, 2021). The process of conflict (conflict process) is a process that consists of five stages, namely, the potential for conflict or disharmony, cognition and personalization, intent, behavior and consequences.

Stage 1: Potential Opposition or Dissonance

The first stage is the creation of conditions that create opportunities for conflict. It is not certain that this will lead directly to conflict, but one of these conditions is necessary if conflict arises. Simply put, these conditions can be grouped into three general parts, namely: communication, structure, and personal variables.

1.   Communication

A study explains that words that cause multiple meanings, differences in receiving information, and commotion in the communication channel become communication barriers, causing conflict. Then, the channel chosen for communication can also affect the level of potential clashes. Communication within an organization is a form of management that is necessary (Prasetyo, 2020).

2.   Structure

The term structure, in this case includes variables such as size, tasks in a group, leader clarity, suitability of each member and goals, leadership model, compensation system, and the degree of dependence of each group. A study shows that size and specialization are the forces that stimulate conflict. Opportunities for conflict can easily occur if a group has large or many members, but the benefits of these activities will be easily realized. The potential for conflict can also occur in a group of members who are younger and have a higher turnover rate. To reduce conflict within the organization, a strategy is needed to develop an organizational structure (Tumengkol, 2016).

3.   Personal Variables

This study's sources of conflict for the personal variables referred to include personality, affection, and norms. The type of personality in each individual must be different, such as individuals who have a firm, arbitrary personality that will have the potential to cause conflict. Someone affectionate or overly emotional also has the potential to cause conflict. Then, the different norms among members can potentially lead to conflict. For example, disagreements, differences in responding to a variety of issues and differences in responding to the values that occur around us.

Stage II: Cognition and Personalization

Conditions in Stage I include those that negatively affect focusing on one's or another's attention and concern. This second stage is obtained actualization in the potential differences and inconsistencies. Stage II has an important role, because at this stage conflict issues are defined. How to define a conflict will determine a path to conflict resolution. The conflict occurred due to different perceptions (Alriani, 2012). Emotions have a significant role in building a perception or view. If negative emotions arise, it will cause a decrease in trust and it is easy to judge the behavior of others negatively. Conversely, if positive emotions arise, it will increase the potential for a problem, as well as take a broader view of a situation and develop more creative and imaginative solutions.

Stage III: Intentions

The role of intentions here is to intervene in perceptions of one's emotions and external behavior, meaning that intentions have the right to act in a certain way. At this stage, intentions are made separately because we must infer someone's intentions and know what to do. Conflicts can get worse because one person cannot understand the other party's intentions, and behavior alone cannot be used as an accurate source to reflect one's intentions. Identifying intent can use two dimensions, namely dimensions of cooperative nature and assertiveness. Cooperative nature is a measure by which a person seeks to satisfy other parties, while assertiveness is a measure by which a person fights for his interests. There are five purposes for handling conflict: compete, cooperate, avoid, accommodative, and compromise.

1.   Competing

Competing is analogous to when someone fights for individual interests without considering the impact of other parties who have conflicts. Someone who is competing will sacrifice the goals of others. Good relationships are needed in an organization so that competition does not occur (Muspawi, 2014).

2.   Working Together

Working together in this case occurs when a party in conflict fights for and desires mutually beneficial results. They cooperate to achieve goals and collaborate to unite the various insights possessed by both parties. Collaboration in this case, can be seen from the distribution of ways to carry out tasks and responsibilities according to their respective jobs (Heridiansyah, 2014).

3.   Avoid

Avoiding in this case is when someone who has a conflict but instead withdraws and even suppresses it. The way to avoid it is to ignore the conflict and avoid other parties who disagree.

4. Accommodative

Accommodative means when someone is willing to make sacrifices to please the other party, and is more concerned with the interests of other parties than personal interests, and is willing to make sacrifices in order to maintain a good relationship between the two parties.

5. Compromise

Compromise is when both parties give in to each other, and there is a strategy to divide that causes compromise. The hallmark of compromise is when both parties give up something or choose to give in.

The description is a general guide for parties in a conflict situation. Such guidelines may specify on the objectives of various parties. However, intentions of everyone are sometimes different. As long as the conflict is still ongoing, the conflict can change at any time due to the reaction of the other party's behavioral norms.

Stage IV: Behavior

Stage IV focuses a person more on thinking about conflict situations. Conflict is visible at this stage, conflict behavior is an apparent attempt to process someone's intentions clearly, but it could be that behavior that looks different from its goals. The stages of behavior include statements, actions, and stimuli that someone in conflict has made. Stage IV can also be seen as a dynamic interaction process. For example, suppose there is a student who asks something that his lecturer in class just explained. In other situations, debates that generate chaos and the potential for war fall on the upper end of the continuum. So that there was an intense conflict because of the debate that occurred. Generally, the conflicts reached here are in the upper range and dysfunctional or not functioning correctly. Functional conflict is generally confined to the lower continuum (Judge, 2008).

4   DISCUSSION

Steps Before Conflict Resolution

Two things must be considered before we determine how to resolve a conflict. *First*, we must pay attention to the issue or material of a conflict, and second, the opinions and feelings of the people involved. Therefore, the stages that we must understand and apply before deciding what method to resolve a conflict are: First, make sure that there is dissimilarity or disagreement between the conflicting parties. Usually, in communication between two or more people or a group, one party cannot control their emotions appropriately. Emotional control is included in emotional intelligence, which is the most important thing and must be possessed by every individual. Emotional intelligence is divided into two, namely personal and social abilities. These social skills contain how we maintain social relationships, manage emotions when dealing with other individuals, and social skills (leadership, teamwork, and negotiation) (Suryana, 2019).

Second, dig up information from both sides of the dispute. Try to look at the problem from different sides and reconsider what the cause of the problem is. Because materially or because of differences in perceptions caused by differences in their backgrounds. Usually, conflicts occur because of differences in perceptions between individuals under the auspices of the same organization. These differences in perceptions can result in incompatibilities between two or more people within the organization, which lead to conflicts, demands, desires, and needs (Suryani & Yoga, 2018).

Third, find out the goal or desire of both parties, because usually the thing at issue is the process or goal they want to achieve. This condition can be caused by the different interests brought by each individual and the individual's unpreparedness to cooperate with others. From this, various negative attitudes will be seen, such as wanting to win alone, feeling the most influence, and not respecting the opinion of others which is considered detrimental and hinders the goals from being achieved in the organization (Aftori et al., 2021). Therefore, it is essential to know the goals of those in conflict to find the leading causes of the dispute, making it easier for us to provide alternative solutions. If the root causes of the two conflicting parties have been found, then we can determine and develop alternative solutions to resolve the conflict. Fourth, recover the feelings of 'hurt' from those who are in an argument, ensure that both parties continue to respect and appreciate each other and eliminate the negative emotions that are in their feelings (Sudarmanto, 2021).

Conflict Resolution

The higher the complexity of an organization, it will be in line with the possibility of conflict. An organization's leaders must be able to control conflicts that are likely to occur. The strategies that can be used to minimize the possibility of conflict occurring within the organization are:

1. Avoidance Strategy

This strategy does not consider the sources of conflict, allowing conflict to occur but under controlled conditions. Avoidance or avoidance is done to put others in the proper position, cool down the heated atmosphere, and find solutions to resolve existing conflicts (Widiyanto, 2018). Avoidance strategy can be done by ignoring the conflict, which can be done if the conflict that occurs is mild and will not pose a risk in the future. Physical separation can be done if both parties do not need interaction, and separation can reduce the impact of the conflict.

2. Power Intervention Strategy (Intervention)

This strategy can be used if the two conflicting parties are unable to resolve the conflict they are facing, then the source of power can be in the form of a larger hierarchy within the organization (Dewi, 2021).

3. Deflating strategy

This strategy seeks to reduce the emotional level and anger of those experiencing conflict. This strategy focuses only limited to the surface so it does not reach the root of the problem. Two processes can be carried out in implementing this strategy: softening or minimizing the various differences between the two parties involved in the conflict by emphasizing similarities and everyday interests, compromise, or bargaining. Even though the results obtained are often unsatisfactory because one party must be willing to sacrifice to satisfy the other parties involved in the conflict. Usually, it is done if the conflict has been protracted and is detrimental to other parties under the same organization (Tumengkol, 2016).

4. Resolution Strategy

Strategy This strategy is the most effective way to resolve organizational conflicts. This strategy is divided into 4 types. The first is the interaction between parties, namely positive interaction that can reduce the current conflict to improve their relationship. Second, higher goals motivate conflicting parties to overcome existing differences and increase cooperation, provided that achieving the goals must take precedence over other interests.

Then the third is that problem solving will work well if all parties can fix their attention on the problem that is the source of the conflict. This is done by bringing together the two conflicting parties to resolve the problem and formulate a joint solution. However, this strategy requires quite a long time and a great deal of commitment. The fourth is changing the structure, which minimizes conflict by overhauling the organizational structure and prioritizing organizational interests over personal interests. Because, often the departments in an organization only focus on their goals, they do not prioritize the actual goals of an organization as a whole (Butarbutar et al., 2021).

Impact of Organizational Conflict

The impact can be interpreted as the influence or effect that is done. The impact of the conflict itself has two influential sides, where the first side leads to the positive, and the second side leads to the negative (Margaretha, 2019). If the conflict is well coordinated, then the dynamics that occur within the organization will be positive. Conversely, if the conflict cannot be appropriately coordinated, then the dynamics of the organization will be negative (Anwar, 2018).

1. Positive Impact of Conflict

If efforts to handle and manage organizational member conflicts are carried out efficiently and effectively, this will positively impact the organization. The positive impacts resulting from a conflict are increased discipline in using time, such as never being absent for illogical reasons, more respect for time or being on time, and effective in using time to make the work result increase both in terms of quantity and quality. Then, making cooperative relations increase productivity because it can be seen from the method of division of tasks and responsibilities that has been analyzed. Increasing the work motivation of each member and carrying out healthy competition, reducing the inner pressure that makes members stressed so that work productivity increases. Each member feels security, trust, appreciation of work results, and optimal self-potential (Najib, 2015). Then, making openness on unresolved problems, creating colors in the organization that does not cause stalemate and

can be used as learning material so that it is not repeated in the future and creates an attitude of caution or not being careless in making a decision (Siregar & Usriyah , 2021).

2.   Negative Impact of Conflict

This impact badly influences the organization because of the lack of effectiveness in its management. The effects of negative impacts from a conflict are, decreasing work productivity, lack of participation of members in making decisions or ideas (Nasrudin et al., 2021), lack of trust(can even be a loss of trust between members), formation of camps even to the point of causing mental and physical exhaustion. Then, moral problems arise, loss of enthusiasm in the organization, which generates strong negative emotions, distracts members from the tasks they are doing and creates miss communication between members (Agustian & Darma, 2020).

5   CONCLUSION

Conflict is any relationship between individuals and those with the opposite nature. Conflict can occur anywhere, including within an organization. Several strategies can be implemented to resolve conflicts within an organization that is considered adequate for solving problems involving two conflicting parties. The strategies commonly used to deal with this are avoidance strategies, intervention from people with higher positions, deflation and resolution seeking. Of the four strategies, a resolution is the most effective strategy to use because, with this resolution strategy, the problems that occur can be completely resolved. After a conflict occurs, it will undoubtedly impact the organization and members under its aegis. The impact received can be positive or negative. With conflict management, the organization can progress without hindrance because organizational conflict has a significant influence if it is not appropriately resolved, even if it is only a minor problem. After all, small problems, if allowed to continue will get bigger. Therefore, conflict management in this organization is crucial to implement.

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