

**CONFLICT MANAGEMENT IMPLEMENTATION
(Case Study at SMPIT Bintang – South Tangerang City)**

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Abstract

This article aims to give an overview of humans in an organization always faced with conflicts both individually and in groups. Conflict is inevitable. Every group in an organization in which there is interaction between one another is very prone to conflict. Conflicts can also occur within an Educational Institution. The implementation of conflict management turns out to be able to create a good working relationship in order to build mutual respect between fellow members of the organization and respect for diversity, to prevent disharmony between members of the organization, so as to focus on the vision and mission of the organization, to increase the creativity of the members of the organization by taking advantage of the conflicts that occur. The method of writing this article is descriptive qualitative based on a library research approach (literature study). The purpose of this study is to get an overview of the application of conflict management in SMPIT Bintang. In addition, the purpose of this study is to find out how the principal in optimizing the application of conflict management. The result of this research is that conflict management practices have been implemented by the Principal at SMPIT Bintang. The conflict management practice implemented by the Head of SMPIT Bintang refers to the theory of conflict management styles, namely by practicing the style of competition, collaboration, compromise, avoidance, accommodating.

Keywords: Management, Conflict, Junior High School

Introduction

Human beings are constantly faced with conflicts both individually and in groups. Conflict is inevitable. Every group in an organization in which

there is interaction between one another is very prone to conflict. This conflict can occur because everyone involved in an organization has different goals, visions, missions, and characters from one another. Conflict is a natural thing in a group or organization, therefore conflict cannot be eliminated but conflict can be a positive force in a group and organization in order to become a group or organization that performs well. If not managed properly, conflict can be an obstacle, but if managed properly, conflict can be a trigger for the development of an organization for the better.

(Sri Wartini, 2015:65) Conflict is a legacy of social life that prevails in various situations due to disagreement, controversy, and conflict between two or more parties on an ongoing basis.

In addition to creating cooperation, interdependent relationships can also give birth to conflicts. This happens if each component of the organization has its own interests or goals and does not cooperate with each other. The existence of conflicts in a group or organization is determined by the perception of individuals or groups within the organization itself. If members in the organization are unaware of the existence of a conflict, then in general the conflict is considered non-existent. On the contrary, if it perceives that there has been a conflict in the organization, then the conflict has existed in that organization.

Based on the explanation above, conflict management is very necessary for members of the organization, especially for the leaders of an organization. Organizational leaders are required to be able to master conflict management so that conflicts that arise can have a positive impact on improving the quality of an institution or organization.

Theoretical Studies

The term conflict etymologically comes from the Latin *con-figere*, *conflictum* which means to clash with each other. The meaning of this word

refers to all forms of collision, collision, discrepancy, incompatibility, opposition, and antagonistic interactions to the contrary. Conflict occurs when there are differences of views (or perceived differences) and incompatibility with those views. (Dewi Masitoh, 2022:94). Sociologically, social conflict is a social process between two or more people in which one party tries to get rid of and/or defeat the other party by destroying or making the opponent helpless. (Wahyudi, 2021:25)

Based on several definitions of the conflict, it can be explained that the elements of the conflict consist of the existence of parties to the conflict, conflicts, the existence of situations, processes, the existence of objectives, interests, and the existence of needs. In the context of conflict management, conflict can be interpreted as "interaction interes" of a constructive and or destructive nature.

Conflict can be defined as an asymmetric level of interdependence that affects the level of trust and commitment of the group. This interdependence occurs when the parties have different levels of dependence on each other. In this case it can be understood that in the same group, some individuals can depend on people who in turn show independence in relation to them. On the other hand, individuals are completely dependent on one another. Total interdependence relationships have less conflict than relationships with asymmetric interdependence because conflict is less in highly dependent relationships because in general the bonded parties adjust that they cannot change the situation and accept the power of leadership. (Digvijaysinh, 2013)

According to other sources, it is explained that conflict is a condition that arises as a result of conflicting forces. These powers come from human will. The term conflict is translated into several terms, namely competition, differences of opinion and hostility. According to different opinions, it is explained that conflict is a process that occurs when one party feels another

party has negatively affected, or will soon negatively affect, something the first party pays attention to. Another opinion suggests that conflict is a conflict process expressed by two or more parties who are interdependent, using patterns of behavior and conflict interactions that produce conflict outputs. (Agus Surata and Tuana Taufiq Andrianto, 2001: 212)

Based on the explanation above, it can be understood that conflict can occur due to a process that occurs between the two parties in which each party is negatively affected and creates conflict between the two parties. Conflict management is a process of a person involved in a conflict or another party developing a conflict strategy and applying it to control the conflict in order to produce the expected solution.

The conflict becomes different when viewed from an organizational perspective. Conflict within an organization can arise because of an individual's involvement with the organization where he works. There are five types of conflict in organizational life,

According to Hendricks, W. (1992) Causes of Conflict Every conflict has a background cause. In general there are several causes of conflict, namely: First. identifying the process of conflict occurring consists of three stages: a). daily events, b). there is a challenge, while c) : the emergence of conflict. Second. The acquisition of professional experts. An organization wants to have a reliable and qualified workforce, one of which can be done by taking or attracting human resources from other organizations or companies. This is as emphasized by Wahyudi, namely: "At the beginning of a crisis, there was marked conflict over limited organizational resources, or caused by a non-conducive work environment." Third. The desire of the top management is too ambitious and also has a specific purpose. Where this has been read by the commissioners, giving rise to a conflict reaction between management and commissioners. This in terms of theory is often referred to as agency theory.

Agency theory (agency theory) is a theory that discusses the conflict between the management and commissioners in which the management is referred to as the agent or executor and the commissioner is the principal. Where they have to build a work contract that involves rules that must be agreed upon by both parties, especially the rules that emphasize that the agent must work to maximize profits to the principal. Fourth. Conflicts are also possible to occur because of the company's external conditions and situations which are considered not representative in order to provide comfort to the company. This happened like there was terror and interference from outsiders, so that work anxiety always occurred and the company's management could not focus on building and carrying out the plans it had made. (Jefri Heridiansyah, 2014:29)

Based on the explanation above, the conflict becomes different when viewed from an organizational perspective. Conflict within the organization arises because of an individual's involvement with the organization where he works. According to T. Hani Handoko there are five types of conflict in organizational life: First. Conflict within the individual, which occurs when an individual faces uncertainty about the job he or she is expected to perform, when various job demands conflict, or when the individual is expected to do more than his or her abilities. Second. Conflict between individuals in the same organization, where this is often caused by personality differences. This conflict also comes from conflicts between roles (such as between managers and subordinates). Third. Conflicts between individuals and groups, related to the era of individuals responding to pressures for uniformity imposed by their work groups. For example, an individual may be punished or exiled by his work group for violating group norms. Fourth. Conflict between groups within the same organization, because there is conflict between groups. Fifth. Conflict between organizations, which arises as a result of forms of economic competition and the economic system of a country. This conflict has led to the

development of new products, technologies, and services, lower prices, and more efficient use of resources. (Jefri Heridiansyah, 2014:30)

According to (Jefri Heridiansyah, 2014) The Role of Conflict Management in an organization, the work of individuals and groups of workers is interrelated with the work of other parties. When a conflict arises within an organization, the cause is always identified as poor communication. Likewise, when a bad decision is made, ineffective communication is always the scapegoat.

Managers depend on their communication skills to obtain the information needed in the decision making process, as well as to disseminate the results of these decisions to other parties. Research shows that managers spend as much as 80 percent of their total work time on verbal interactions with others. Information processing skills required of a manager include the ability to send and receive information when acting as a monitor, spokesperson (Spekesperson), or strategist.

It is a natural demand in the position and obligation as a manager to always be faced with conflict. One of the important points of a manager's task in carrying out effective communication within the business organization he handles is to ensure that the meaning intended in the instructions given will be the same as the meaning received by the recipient of the instruction and vice versa (the intended meaning of the same). This should be the goal of a manager in all communications he makes. In terms of managing their subordinates, managers are always faced with determining the job demands of each position held and handled by their subordinates (role expectaties) and conflicts can cause tension which will reflect badly on work attitudes and individual behavior. A good manager will try to minimize these negative consequences by opening and maintaining effective two-way communication with each member of his subordinates. This is where managers are required to fulfill the

other side of their interpersonal skills, namely the ability to handle and resolve conflicts. Managers spend 20 percent of their working time dealing with conflict.

In this case, the manager can be the first party directly involved in the conflict, and can also act as a mediator or third party, whose role is none other than resolving conflicts between other parties that affect business organizations and individuals involved in the business organization they handle.

Views About Conflict There are different views on the problem of conflict. The traditional view states that conflict is a situation that is detrimental to the organization so it must be avoided. The view of human relations says that conflict in organizations is something that cannot be avoided and will always be inherent in human relations. This view states that we need to manage conflict so as not to harm the organization or even benefit the organization. Conflict is not always detrimental but can also be beneficial in the long term. Meanwhile, according to the interactionist view, conflict is precisely something that must be stimulated, because conflict can encourage change in the organization. Conflict can change behavior and can make the conflicting parties aware of their mistakes. Awareness of this error will be able to increase productivity.

Based on the explanation above, the practice of conflict management is needed especially for the leadership of an organization, in this case the school. The school principal as the head of the organization in madrasas is expected to be able to master conflict management as well as be able to practice conflict management in madrasas so that conflicts that arise can have a positive impact on improving school quality.

RESEARCH METHODS

This study uses a qualitative approach. Furthermore, the method used in this study is a descriptive analysis method that focuses on interviews, observation, and document studies. The researcher chose this approach because it aims to describe or describe in a systematic, actual, and accurate way the conflict management practices of the principal at SMPIT Bintang.

In this study, data sources came from SMPIT Bintang stakeholders who were parties involved in it, including: 1. Principal of SMPIT Bintang 2. Administrative staff 3. Deputy principal of Student Affairs 4. Teachers 5. Staff Education, consisting of cleaning and security officers.

The data collection technique that the researcher uses is through observation and interviews, then analyzes the data that has been collected from the beginning of the study to the end of the study using data reduction techniques, data presentation, and drawing conclusions. The time of this research was conducted periodically from 11 January 2022 to 02 March 2022. This research was conducted in order to obtain valid data about the conflict management practices of the Principal of SMPIT Bintang.

Discussion

Studies investigating the -five modes of handling conflict in organizations have almost exclusively used self-report instruments. However, there has been no systematic attempt to measure important psychometric properties of these instruments. Accordingly, this study assessed test-retest reliabilities, internal consistencies, and the intercorrelations or convergent test validities of four instruments currently available for measuring behavior in handling conflict. The instruments were those designed by Blake and Mouton (1964), Lawrence and Lorsch (1967), Hall (1969), and Thomas and Kilmann (1974). (Kenneth W. Tomas dan Ralph H Kilmann : 1978)

Based on the explanation above, Kenneth W. Thomas and Kilmann developed a conflict management style based on two dimensions, namely: cooperation (Cooperativeness) and the horizontal axis and assertiveness (Assertiveness) on the vertical axis. Based on these two dimensions, Kenneth W. Thomas and Kilmann put forward 5 types of conflict management styles, namely:

- 1) Competition (competitive) This style of competition with a high level of assertiveness and low cooperation, this style is a power-oriented style where a person will use the power he has to win the conflict. In practice, the principal allows the parties involved in the conflict to compete in a healthy manner.
- 2) Collaborative style is a style with a high level of assertiveness and cooperation. The goal is as an alternative, and fulfill the expectations of both parties involved in the conflict. Collaborative style is a negotiation effort to create a solution that can satisfy all parties involved in the conflict. This effort includes mutual understanding of problems and mutual understanding of disagreements, besides that innovation and creativity are also used as alternative solutions. Collaboration practices carried out by the Principal are allowing his subordinates who are involved in conflict to be able to collaborate.
- 3) Compromising (compromising) This style is a management style with a level of assertiveness and cooperation while using a take and give strategy, both parties seek alternatives that can satisfy some of their desires. In practice, the Principal resolves the conflicts of his subordinates by negotiating and compromising so that each conflicting party can reduce their demands, interests and desires.
- 4) Avoiding conflict management style with low levels of cooperation and assertiveness, in this style the parties involved in the conflict try to avoid conflict by distancing themselves from the main issue, delaying the problem

until the right time and withdrawing from threatening and detrimental conflicts.

. In practice, the Principal makes anticipatory efforts to prevent potential conflicts from occurring in Madrasas.

5) Accommodating (accommodating) This style is a style of conflict management with a low level of assertiveness and a high level of collaboration, one party ignores its interests and tries to satisfy the interests of the other party as opposed to the conflict. In practice, the Principal opens himself up to accept and accommodate conflicting aspirations.

Referring to the explanation above, it is proven that conflict management practices have been carried out by the Principal by applying five conflict management styles that are proven to be able to make a general contribution to the performance of teachers and staff in the School environment.

The five conflict management styles practiced by the Principal as described above are part of the managerial role of a Madrasah Principal as a leader in a school who must be able to manage conflicts under him. The role of management in relation to education today is increasingly being recognized, even considered as the heart of education. As in human life, the heart is the center of life. Furthermore, the application of conflict management to management practices in schools is also very important to support the achievement of the role of madrasa education management in its efforts to improve the quality of education in madrasas, in this case schools. Thus, conflict management becomes the most important element in management practices. (Abu Choir, 2016).

The practice of conflict management in education carried out by the Principal also really needs to be aligned with the existing strategic management at the School. The role of the strategic management is to continue to oversee the goals and objectives of the organization on the practice of the Principal's conflict

management. Alignment of the Principal's conflict management with strategic management at School This is needed as a reference for school principal conflict management practices so as not to deviate from the goals and objectives of the madrasah organization. (Jaka Suryadi, 2020:194)

Regarding the Implementation of Conflict Management in general, the authors found several relevant previous studies conducted by Baiquni, M (2007), Choir (2016) or those related more specifically to conflict management as written by, Sumaryanto (2010), Muslim Ahmad (2014) Wartini (2016),), M. Sari (2017), Karisma (2018), Suryadi, Jaka (2020, Sobri (2020), Wahyudi, (2021)

CONCLUSION

Based on the analysis and discussion above, the implementation of conflict management has been carried out by the Principal at SMPIT Bintang. The conflict management implementation carried out by the Head of SMPIT Bintang refers to the theory of conflict management styles, namely by practicing the styles of competition, collaboration, compromise, avoidance, and accommodation. The five styles of conflict management are important elements in the conflict management practices of the Head of SMPIT Bintang.

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