



Conflict Management in Organizations at Sariputra Indonesia University, Tomohon

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Abstract:

Purpose of this study is to obtain empirical data about conflict management in organizations at Sariputra Indonesia University, Tomohon. The perspective of this research is descriptive qualitative with a phenomenological design. Data were collected through interviews, observation and documentation. Samples were taken using *purposive sampling* by means of *snowball sampling*. While the data analysis uses the analysis technique *Grounded Theory* developed by Strauss and Corbin (1990: 57) went through procedures, namely open coding (*Open Coding*), centralized coding (*Axial Coding*), and selected coding (*Selective Coding*). The results of this study are: 1) Sources of conflict as the background of conflict are very important in the conflict planning process, 2) Foundation support plays an important role in planning and climate and culture. 3) Management of conflict by determining the conflict management approach brings positive and functional changes. 4) The success of the conflict management approach with conflict resolution, conflict stimulation, reducing conflict are the keys to the success of a higher education institution by creating a joint commitment in increasing organizational productivity.

Keywords: Conflict Management, Organizational Productivity

INTRODUCTION

acceleration of scientific development is the impact of globalization, and unpreparedness is one of the potential conflicts. And this is an important thing that must be anticipated by organizations, foundations or institutions. Full readiness for organizations in facing challenges both internally and externally. Organizations must be able to anticipate changes that will occur

by analyzing their strengths and weaknesses so that they are able to take advantage of opportunities and anticipate internal and external threats.

The larger the size of an organization the more likely it is to become complex. An organization is a group of individuals who have different backgrounds who work together to achieve goals. Organizations consist of various kinds of different components and are interdependent in the collaborative process to achieve certain goals. The differences that exist within the organization often lead to incompatibilities which eventually lead to conflict.

Jones Jhon Price (1847-1946) in Usman Efendi, (2004) defines that an organization is a group of people who come together to work for a common goal under common leadership, and with the right tools. There needs to be togetherness of ideas, opinions, views in achieving goals, in this case all involved in the organization must come together to work together for a purpose. The existence of differences in the organization can lead to conflict, but it can also lead to solutions that give the best results. In organizations, it is very necessary to interact between individuals, groups, organizations so that the view of conflict does not become a frightening thing, but sees conflict as constructive and as a necessity. Conflict can be constructive and it can be destructive. Constructive conflict or functional conflict has a positive effect on dealing with a problem so that it becomes better which supports the achievement of group goals and improves group performance.

Conflict becomes a "*challenge*" in the organization, which must be able to adapt to the circumstances and even be able to anticipate changes that will occur in the organization. We all know that conflict is an event that cannot be avoided in the life of all human beings including in organizations, conflict is always present in every cooperative relationship between individuals, groups and organizations. Various backgrounds of individuals and groups thus range with conflict. It is undeniable that human history, with its various characters, will always cause conflict as long as there are differences.

Changes in every organization are a phenomenon that occurs in organizations today, both small and large organizations experience them, allowing potential conflicts to occur. Each organization must be able to adapt to the situation and even have to prepare the driving factors, anticipating the inhibiting factors that will affect the running of the organization. The larger the organization, the more differences in views, opinions, interpretations, understandings, values and interests, which are common in organizations so that conflicts can be categorized as indicators of organizational dynamics and changes. So that the need for conflict management in organizations to achieve optimal performance in maintaining conflict remains functional and minimizing the consequences of adverse conflicts. (Wahyudi, 2011: 15).

Hardjana, 1994: 110, conflict between people in the organization can not be avoided, but can be utilized in a productive direction if managed properly. Furthermore, in Wahyudi 2011: 20), emphasizes that if conflict is managed systematically it can have a positive impact, namely strengthening cooperative relations, increasing confidence and self-esteem, enhancing creativity and productivity and increasing job satisfaction.

The success of an organization or institution in creating quality and quality is largely determined by the planning and implementation process because this is a strategic effort to improve the quality of an organization or institution and is an integral component that cannot be separated from the overall organizational process. Leaders or administrators play a role as a driving force in organizational life so that great responsibility in facing challenges to compensate for changes and competition, both internal and external, that cause conflicts need to be anticipated so as not to cause new problems. A leader must be able to influence his subordinates in achieving the goals that will be achieved through change by creating easier coordination, forming a work team in achieving organizational goals. Because the progress of the organization is determined by its management as conveyed by Siagian (1992: 150) stated by Wahyudi (2011: 2) that the leader plays a role as a driving force in organizational life,

regardless of the high level of skills and performance possessed by the operational activity implementers, the still requires direction, guidance and development.

Also explained by Stoner, JAF & Freman, RA in Wahyudi, 2011: 3), that today's organizational leaders face challenges to keep up with foreign competition, increase productivity, and make decisions to serve the community. To face these challenges, leaders can take various ways, including developing a long-term vision for the organization, developing leadership capabilities, improving product quality in a sustainable manner and providing services to customers (*customers*).

Facing the challenges of this era, not all leaders can face the existing challenges. It needs a responsible leader who is able to direct and embrace subordinates as work partners and able to empower existing human resources as the needs of the organization itself. In overcoming organizational problems, a leader is needed who has the ability to direct and move all those involved in the organization towards the goals set appropriately. Achieving organizational goals, does not always run smoothly as expected by leaders and members. There are differences in perceptions and views among individuals or between groups of individuals in translating the mission of the organization, causing conflict. The old view considers conflict in the organization as something that has a negative connotation and is dangerous for the achievement of organizational goals because conflict only hinders coordination and teamwork in achieving common goals, it is the duty of the leadership to avoid and if necessary eliminate it altogether.

Gibson, JL Ivancevich, JM & Donnelly, JH, (1996: 436), argue that conflict between individuals and between groups within the organization is inevitable, optimal organizational performance requires a moderate level of conflict, and they think that without conflict means organization. no changes.

A similar opinion was expressed by Cuminggs, PW, (1980: 41). That conflict is not always disturbing, because a certain number of conflicts are needed to form groups and maintain the life of the working group. Basically, conflict is always present in every organization, both small and large organizations, conflict can have positive and negative impacts on organizational performance, depending on the nature of the conflict and its management. And the leader's job is to manage conflict so that it can be useful for change and innovation.

Conflict management includes a process-oriented approach that directs the form of communication (including behavior) of actors and outsiders and how they affect their interests and interpretations.

Sariputra Indonesia Tomohon University is a higher education institution that creates cadres who are skilled and ready to work in government and private institutions, in this case appearing as professionals so that they gain a reputation as a center of excellence in the field of health sciences capable of serving the needs of government and private institutions. private. As a large organization or institution with a very large total number of conflicts will occur. So it needs professional leadership in managing in running the organization, in this case the Tomohon Dharma Bhakti Indonesia Foundation. In other words, leadership must have the ability to convince others and influence others to work together under their leadership as a team to achieve certain goals (Usman Effendi, 2015: 200).

The sources of the conflict that occurred at Sariputra Indonesia University, Tomohon. Unpreparedness for changes in terms of position, placement of work fields, malfunctioning control systems, and payroll systems, resources. So that there are gaps and disharmonious relationships between fellow leaders, lecturers, and employees. Thus affecting performance and productivity. The existing conflict had made Sariputra Indonesia University on hiatus for a while so that automatically it was students who experienced the impact. The success of Sariputra Indonesia University from the existing conflicts has become the interest of

researchers to study how the Sariputra Indonesia University of Tomohon until now can exist and run after facing conflicts.

The conflict management approach is the guideline and reference chosen as a method of resolving conflicts at Sariputra Indonesia Tomohon University. This method and approach identifies knowing the background of the conflict, the planning process, and how it is managed and the efforts to resolve it.

RESEARCH METHODOLOGY

In accordance with the characteristics of the problem under study, the approach used in this study is a qualitative approach. As stated by Moleong (2001: 27), qualitative research is rooted in the natural setting as a whole, the researcher is the main research tool (*key instrument*), the data collected is in the form of descriptive data, and uses inductive data analysis. Research conducted using qualitative methods because the object is natural in accordance with the actual situation.

Therefore, the researcher chose to use qualitative research methods to determine how to find, collect, process and analyze the research data. This qualitative research can be used to understand social interactions, for example by interviewing so that clear patterns will be found. Theoretically, the qualitative research format is different from the quantitative research format.

This is reinforced by Sugiyono (2008: 14), that qualitative research methods are often called naturalistic research methods because research is carried out naturally (*natural setting*), called qualitative research, because the data collected and the analysis are more qualitative in nature. It is very clear that the qualitative approach used to observe a natural situation puts forward meaning rather than generalization.

This research was conducted at Sariputra Indonesia Tomohon University or UNSRIT. which is located at Jalan Kakaskasen II Competition in Tomohon City, North Sulawesi Province, Sariputra Indonesia Tomohon University, in the Dharma Bhakti Tomohon Foundation (YDBIT). The research period was 8 months, starting from September 2016 to April 2017.

RESEARCH RESULTS AND DISCUSSION

Research on Organizational Conflict Management at Sariputra Indonesia Tomohon University, tries to explore and find out how the background, planning, implementation and conflict resolution efforts exist at Sariputra Indonesia Tomohon University. Based on this analysis, it is also necessary to find concrete efforts to maintain or improve the professionalism of human resources, especially at Sariputra Indonesia Tomohon University.

Observing the data obtained in this study, there are several findings related to the background, planning and management as well as efforts to resolve them at Sariputra Indonesia Tomohon University which can be developed into propositions and can be used in scientific development or further research. The proposition is based on normative values which can take several forms:

1. *Axiom*, a statement that has been accepted as something that is considered true or said, so it does not need to be tested again.
2. *Postulate*, is a basic assumption whose truth is accepted without being demanded to be proven correct.
3. *Theorem or proposition*, a statement deduced from a number of actions or postulates.
4. *Hypotheses*, tentative conclusions or propositions about the relationship between two or more variables that need to be verified through the scientific research process.

5. *Empirical generalization*, is a statement that is concluded inductively from a number of data based on research results.

Guiding Research Findings is the main conclusion from various interview data and observations in this study, so small conclusions can be made that appear on the findings.

The findings are as follows:

Focus 1 : Background of Conflict within the organization at Sariputra Indonesia University, Tomohon.

Finding 1

The conflict background is prepared based on existing conflict sources, running according to the mechanism.

Finding 2

Unpreparedness to face the changes that exist can be implicitly influenced by the existing system and the institutions of Sariputra Indonesia University, Tomohon.

Proposition 1:

1. The conflict background at this stage determines the sources of conflict, then continues with planning, grouping and according to the existing mechanisms for managing conflict.
2. Unpreparedness for changes is the background to conflict.

Focus 2: Conflict planning in organizations at Sariputra Indonesia University, Tomohon.

Finding 1:

There is support from the Foundation, and various parties so that the conflict planning process runs in stages.

Finding 2 Good

communication and relationships are factors that affect the organizational system and life and institutional systems of Sariputra Indonesia University, Tomohon.

Finding 3

Climate and organizational culture are considerations in terms of planning.

Proposition 2

1. The existence of support from foundations in an institution is very important in terms of planning, especially in managing conflict.
2. Climate and organizational culture are considerations in terms of planning.

Focus 3 : Conflict Management in Organizations at Sariputra Indonesia University, Tomohon.

Finding 1

Cooperation and the existence of good communication increase work productivity in conflict management will facilitate good solutions. Thus it is expected that it will indirectly increase work productivity.

Finding 2

To improve the performance of leaders, lecturers and staff, this is all involved in institutional activities and their involvement will improve the performance of lecturers and staff.

Finding 3:

Satisfaction of students. With the activities carried out by the leadership, lecturers and staff, it will increase new enthusiasm and motivate students to learn again and they will feel satisfied with what the lecturer gives in lectures without being disturbed by the existing conflicts.

Finding 4

The existence of motivation and appreciation from the institution always motivates lecturers and employees by giving awards in the form of promotion, improvement of leadership status, lecturers, and the recitation system.

Finding 5

There is awareness, ability and independence of the leadership, lecturers and staff to develop or improve their professionalism without waiting for encouragement from the institution.

Proposition 3.1

- . Cooperation in conflict management can minimize conflicts and cooperation carried out at Sariputra Indonesia Tomohona University is going well. Conflict management brings behavior change and improves the performance of all stakeholders.
2. Good conflict management will increase the performance, productivity, flexibility, commitment, satisfaction of students in lectures, as well as the ability and awareness of leaders, lecturers and employees to improve their professionalism without waiting for encouragement from the institution.

Focus 4 : Conflict Resolution Efforts in Organizations at Sariputra Indonesia University, Tomohon.**Finding 1 The**

use of conflict management methods or approaches has worked well.

Finding 2

The ability and conflict management techniques of the leadership are the responsibility for the success of conflict resolution.

Finding 3

Opening a room or forum for discussion or dialogue. And as an evaluation material for future improvements.

Finding 4

The existence of appropriate and appropriate conflict management measures will have a positive impact.

Proposition 4

1. Sitting together in resolving conflicts will minimize the existing conflicts. It will open up more opportunities to improve the performance and productivity of leaders,

lecturers, employees in their main duties and responsibilities as well as existing systems in institutions so that deviations or mistakes can be avoided.

2. The leadership's capacity and conflict management techniques are the responsibility of the success of conflict resolution.
3. The right conflict management approach will minimize the existing conflict and suppress the conflict from spreading.

Major's Proposition

Conflict management approaches with resolution, conflict stimulus, reduce conflict (*reduce*), are well managed. The leadership's capacity and conflict management techniques are the responsibility of the success of conflict resolution. Also cooperation of all stakeholders. Joint support and responsibility and commitment in managing conflict are the keys to the success of an institution or institution in increasing performance and productivity.

DISCUSSION

A conflict event as a natural occurrence is in line with the dynamics and development of the organization. The existence of conflict cannot be avoided and will always occur in every individual or group. Conflict can have a positive or negative impact depending on the conflict management approach taken.

The main focus of the conflict management approach is to contribute to institutions or foundations at Sariputra Indonesia University, Tomohon. In this case, the key to improving organizational performance and productivity is to fully support existing activities on campus so that they are focused on service productivity and quality.

Conflict management is a technique used by organizational leaders to regulate conflict by determining the basic rules of competition. Conflict management in the organization is the responsibility of the leader. Therefore an active role is needed to direct conflict situations in order to remain productive. In general, conflicts are motivated by incompatibilities or differences in values, goals, status, and so on. Apart from the factors underlying the conflict, it greatly affects the performance in carrying out organizational activities, so a conflict management approach is needed. Fred R. David, as quoted by Dono Sunardi, (2009: 115), there are three approaches to conflict management, namely: a. avoidance (*avoidance*); ignoring the problem in the hope that the conflict will resolve itself. b. definition (*definition*); does not suppress the differences between the conflicting parties. c. confrontation; exchanging conflicting parties as learning.

In line with Leavitt, HJ argues that conflict can be resolved with the following approaches: a. Confrontation, b. Negotiation, c. *Absorption*.

Edelman in Wahyudi (2011) emphasizes that if conflict is managed systematically it can have a positive impact, namely, strengthening cooperative relationships, increasing confidence and self-esteem, enhancing creativity and productivity and increasing job satisfaction.

Conflict management at Sariputra Indonesia Tomohon University tries to explore how the background, planning, implementation, and efforts made by the Foundation in minimizing conflict so as to motivate and arouse, improve performance as well as human resources and professionalism and organizational productivity, here is a discussion of research findings:

A. Conflict background in the organization at Sariputra Indonesia University, Tomohon

Conflict is an event that cannot be avoided in human life, including organizations, conflict is always present in any existing activities. The existence of conflict has had a profound impact on human life from ancient times until now and as long as there is conflict life persists.

Conflict can have a positive or negative impact, depending on how we manage it. So we really need to know the background causes of the conflict.

According to Owens, in Wahyudi (2011: 35), conflicts can occur in various organizational work situations, stating that the enforced rules and written and unwritten procedures can cause conflict if the application is too rigid and hard.

There are changes and developments that occur in organizations that cause differences in opinions, beliefs and ideas, according to Terry, GR (1986) in Wahyudi (2011: 35).

The sources of conflict in the organization can be caused by unpreparedness in the existing changes, differences in goals and differences in nature, perspective and malfunctioning of the existing system and is supported by poor communication. In addition, it can also be caused by unclear job descriptions, differences in power and status and remuneration.

The above conditions are closely related to the foundation's policy of taking steps to resolve conflicts. Based on the conflict background, which one will be prioritized through their demands. This background will lead to planning, management and efforts in conflict resolution within the organization.

As stated by Wahyudi, (2011), that conflict occurs due to increased workload, transparency of financial management, inaction of leaders in resolving conflicts, competition between departments, rapid organizational changes, differences in individual characteristics, communication and less harmonious relationships.

The answers from the informants emphasized that it is necessary to identify the sources of conflict in order to make it easier to manage conflicts at Sariputra Indonesia Tomohon University, so that it will be more focused and the methods to be used can be adjusted to the existing conflicts.

B. Conflict planning within the organization at Sariputra Indonesesia Tomohon University.

Reality shows that an organization without a background is like walking without direction, planning is like a compass in an organization. Why is it said that planning is like a compass in an organization, because to carry out the process of analyzing and identifying problems that exist in the organization. Likewise, in resolving conflicts that exist within the organization, of course, careful planning is needed in preparing the stages in managing existing conflicts. What institutions do in achieving goals is planning, where organizational planning can determine the steps that must be taken in order to achieve its goals. In addition, it is important to have planning in order to have a clear picture of the objectives of managing conflict. Planning is the selection of a series of activities and the subsequent deciding what to do, when, how and by whom. Good planning certainly considers conditions in the future.

Planning carried out by the leaders went well in accordance with the existing mechanisms. As Usman Effendi 2014: 83 has stated, several actions in the planning process are as follows: 1). set tasks and goals, 2). observe and analyze, 3). identify alternatives, 4) make a synthesis.

Planning include activities the first activities to identify the problem. At this stage we see the appearance of the existing symptoms. Very important role is the top leadership, namely the chairman of the foundation as well as the management and leadership of the Sariputera Indonesia University, Tomohon. Identify the problem by separating the symptoms of a conflict from the problem that causes the conflict. The sources of conflict are limited organizational resources, resulting in overlapping positions, differences of opinion, and malfunctioning of the control system and payroll system. With the above conditions so that there are symptoms that appear, namely low motivation, apathy, or behavior that blames each other and suspicion of

one another so that it greatly hinders other people's work, the work atmosphere becomes tense so that the organizational climate becomes rigid.

From the interviews we conducted and our discussions with informants, several meetings were held to unify perceptions and views. Observations of researchers at that time were not in a conflict situation but wanted to know the methods and approaches used by the conflict parties in the case of Sariputra Indonesia Tomohon University in managing conflict so that it could exist today.

C. Conflict management in organizations at Sariputra Indonesia University, Tomohon.

Conflict management is the determination of the approach and application of conflict management methods / approaches that have been chosen appropriately by considering the determination of the method / approach, problem solving through conflict management.

According to some experts, the conflict management approach, if the conflict is managed properly and systematically, it can have a positive impact. Among other things, as stated by Edelman, RJ (1997), emphasizing that if conflict is managed systematically it can have a positive impact, namely strengthening cooperative relationships, increasing confidence and self-esteem, enhancing creativity and productivity and increasing job satisfaction.

Likewise Cummings, (1980: 59), conflict between people in an organization is inevitable, but can be used productively if managed properly. Hardjana, 1994, conflict must not only be accepted and managed well, but also must be encouraged because conflict is a force to bring about change and progress in institutions.

A conflict management approach can be interpreted as a conflict management approach in addressing the various problems that exist at Sariputra Indonesia Tomohon University. It is realized that the existence of conflict cannot be avoided, so this task is how the ability of the Chairman of the Foundation at this time and admittedly plays a major role in getting Sariputra Indonesia Tomohon University out of the database storm that was paused for a moment. The challenge comes from the community so that they claim that Sariputra Indonesia Tomohon University is one of the private universities that is categorized as unhealthy or sick. The struggle of the Head of the Foundation, of course, cannot be separated from the cooperation of the Chancellor, Deputy Chancellors, Lecturers, Staff, students and all who feel they belong to Sariputra Indonesia Tomohon University.

According to the Chairman of the Foundation, various methods are used to reduce conflicts, my strength is the strength of a solid work team assisted by the Rector, PR-I, PR-2, PR-3, lecturers, staff and employees and not behind students.

In managing the role of the leader of the Foundation, it is very necessary to be able to resolve existing conflicts. The findings in this study indicate that the conflict management approach taken includes, among others: conflict resolution, conflict reduction, conflict stimulus. Conflict resolution (*conflict resolution*) conflict resolution conducted by the leadership of the foundation include: consultation, third-party assistance, compromise.

From the existing description, it is clear that this management determines the method or approach, namely conflict management is an advanced stage and this approach will be able to measure the success of the conflict management method or approach.

Conflict management has been running according to the stages with existing methods and approaches, namely conflict management and in this study the findings are to use three keys, namely *conflict resolution*, *conflict stimulation*, *reducing conflict*.

Given the opportunity for those involved in the conflict, by listening to and understanding what they feel, they will certainly find it easy to find a way out, to **find common ground based on their point of view**. As leaders, they must understand their thinking patterns and their point of view in order to equalize the existing perceptions.

So in the implementation of conflict, it is not only invited to gather and listen, but also to make the meeting a place to express opinions and consensus together. Good conflict

management will also have a good impact on the institution. As observed by Wahyudi (2011), the implementation of conflict management has an impact on employee performance, disciplined employees, hard work, on time, innovation, and improves work quality.

D. Conflict resolution efforts in organizations at Sariputra Indonesia University, Tomohon.

As described in the research findings that at Sariputra Indonesia Tomohon University in terms of resolving conflicts the method used will be successful if it is managed according to the existing stages, it will greatly facilitate achieving goals, based on background, planning, successful implementation in efforts to resolve conflicts. will increase the performance and productivity of the organization itself, more specifically at Sariputra Indonesia Tomohon University. The leadership of the foundation and the Sariputra Indonesia University, Tomohon, tackled the problem together.

The success of conflict resolution efforts comes from the leadership in managing conflict well. As well as cooperation of all stakeholders from the leadership or chairman of the Foundation and assisted by Structural Officials of Sariputra University. In an effort to resolve conflicts, it is necessary to have the responsibility and ability of leaders in managing conflicts, sit together and provide motivational support, from the Tomohon Dharma Bhakti Indonesia Foundation to all levels at the Tomohon Sariputra Indonesia University to be responsible and improve performance. In addition, awards from superiors or the Tomohon Dharma Bhakti Indonesia Foundation, the foundation, through its authorized leadership, always give awards in the form of promotions, status upgrades to outstanding lecturers and employees.

Judging from the findings and conflict management at Sariputra Indonesia Tomohon University. Can be said to have a positive and functional impact. Conflict remains functional, productive and can be used as an evaluation of the continuity of a competitive organization, so it is necessary to create a conflict management model. development of conflict management models.

CONCLUSION

1. Conflict background in the organization at Sariputra Indonesia University, Tomohon.
The source of conflict in the organization at Sariputra Indonesia University, Tomohon, in general, is due to differences in the behavior characteristics of lecturers, employees, who cannot accept and understand each other, differences in perceptions in the form of differences of opinion about work and division of work tasks that are not in accordance with the wishes of the faculty leaders , lecturers, staff. The source of the conflict is included in the criteria *fordysfunctional conflict*, which is a confrontation or interaction between groups that endangers or hinders the organization's performance to achieve organizational goals.
2. Conflict resolution planning in the organization at Sariputra Indonsesia Tomohon University.
Conflict planning carried out by Sariputra Indonsesia Tomohon University runs according to the existing stages including problem identification activities by looking at the existing symptoms. Planning will make it easier and separate the symptoms of conflict and the causes. In addition, with the functional and dysfunctional conflict classification planning. In addition, with the existence of grouping, it will be very easy to analyze problems, so that the selection of a conflict management approach can be applied. In addition, the support from foundations plays an important role in this matter of planning in identifying problems in terms of sources of conflict.

3. Management of conflict resolution within the organization at Sariputra Indonesia Tomohon University
 In conflict management at Sariputra Indoensia Tomohon University, it goes well with the selection of a conflict management approach that fits the existing conditions. With a variety of considerations so that the impact is made to have an effect on improving performance individually or in groups. Approaches to conflict resolution, conflict stimulation, and conflict reduction.
4. Results of organizational conflict resolution at Sariputra Indonesia Tomohon University.
 The efforts made by Sariputra Indonesia Tomohon University using a conflict management approach have had a positive impact so that they can be said to be successful. The success can be seen from the attitudes and performance of individuals or groups. The positive impact is that the results of work, work ability, work motivation, responsibility of all both the Chairman of the foundation, the leaders of the Sariputra Indonesia Tomohon University, faculty leaders, lecturers, employees can increase understanding, and commitment to improving organizational performance and productivity.

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