



THE ROLE OF CONFLICT MANAGEMENT IN RESOLVING CONFLICTS IN ORGANIZATIONS

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ABSTRACT

Conflict is a phenomenon that cannot be avoided in human life, including in the context of office administration. Conflict can occur due to various factors, such as differences in interests, goals, values, or communication styles. If not managed well, conflict can have a negative impact on the organization, such as reduced productivity, increased stress, and damaged interpersonal relationships. Therefore, it is important for organizations to have an effective conflict management strategy. Effective conflict management can increase collaboration, innovation and job satisfaction, as well as prevent conflict escalation that is detrimental to the organization, and can help organizations to manage conflict productively and not cause negative impacts. Conflict is not always detrimental but can also be beneficial in the long term. Meanwhile, according to the interactionist view, conflict is something that must be stimulated, because conflict can encourage change in the organization. There is not a single organization/company that has never experienced conflict, both internal and external, conflict will only disappear along with the disappearance of society itself. The author presents this article in order to contribute ideas regarding conflict resolution in order to change behavior and make the parties in conflict aware of their mistakes. Awareness of mistakes is able to increase productivity, and is not detrimental but instead brings wisdom and benefits to the organization/company concerned.

Keywords: Management, Conflict

INTRODUCTION

The importance of conflict management in the context of office administration is increasingly recognized due to its positive impact on productivity and team alignment. However, the lack of emphasis on conflict management in office administration curricula creates a need to explore more effective approaches. Conflict management is the process of managing conflicts that occur in an organization. Conflict cannot be avoided in human life, including in organizations. Conflicts that occur due to various factors, both internal and external to the organization, such as differences in interests, goals, values or communication styles. The aim of conflict management is to resolve conflicts effectively and productively, so that they do not have a negative impact on the organization.

Understanding Management

Management is a process carried out to plan, organize, direct and control human resources and other resources to achieve predetermined goals.

Definition of management according to experts:

Henry Fayol (1916) defined management as a process that includes planning, organizing, directing and controlling. Meanwhile, according to James AF Stoner (1996) defines management as a process of planning, organizing, directing and controlling human resources and other resources to achieve predetermined goals. Stephen P. Robbins (2001) defines management as a process of planning, organizing, directing and controlling human resources and other resources to achieve predetermined goals.

Management has four main functions, namely:

Planning is the process of setting organizational goals and objectives, as well as developing strategies and plans to achieve them. Organizing is the process of designing an organizational structure, assigning tasks and responsibilities, and allocating resources.

Direction (leading) is the process of motivating, directing and supervising employees to achieve organizational goals.

Controlling is the process of measuring and evaluating organizational performance, as well as taking necessary corrective action. Management is important for every organization, whether business organizations, governments, or non-profit organizations. Management helps organizations to achieve their goals in an effective and efficient manner

Understanding Conflict

Conflict comes from the Latin verb *configere* which means to hit each other. Sociologically, conflict is defined as a social process between two or more people (can also be a group) where one party tries to get rid of the other party by destroying him or making him helpless. Conflict can also be interpreted as a relationship between two or more parties (individuals or groups) who have different goals or interests. Conflict is a process that occurs between two or more individuals or groups who have different goals, values or interests. Conflict can occur in various contexts, including organizational contexts.

Definition of conflict according to experts:

Kenneth Thomas (1976) defines conflict as an interaction between two or more individuals or groups who have different goals, values or interests, and these goals cannot be achieved by all parties. Stephen P. Robbins (2001) defines conflict as a process that occurs between two or more individuals or groups who have different goals, values or interests, and these goals cannot be achieved by all parties

DISCUSSION

1. Definition of Conflict Management

Conflict Management can be interpreted as a process for identifying, overcoming and resolving conflicts between individuals or groups due to differences in viewpoints or differences in interests. The main aim of conflict management is to create a safe, productive and respectful business environment between different parties. So that if the conflict is well managed, it will have a lot of impact on organizational development and reduce or eliminate the negative impacts that destroy the organization caused by the conflict.

2. Type of conflict

Mangkunegara (2010:24) groups conflicts based on their characteristics into five forms. Among others:

- a. conflict within the individual;
- b. conflict between organizational individuals: in a
- c. conflict between individuals and groups within an organization;
- d. conflict between groups in an organization;
- e. conflict between organization and organization.

Mangkunegara (2010:21) states that conflict in organizations based on structural levels can be differentiated, among others:

- a) hierarchical conflict, namely conflict that occurs at the hierarchical level of the organization. For example, conflicts between commissioners and main directors, leaders and employees, administrators and members, administrators and managers, and administrators and employees;
- b) functional conflict, namely conflict that occurs from various types of departmental functions in the organization. For example, conflicts that occur between the head of the personnel department and the head of the civil service department, conflicts between heads of study programs.
- c) staff conflict with unit heads, namely conflicts that occur between unit leaders and their staff, especially regarding work authority/power. Examples of conflicts that occur because staff informally assume excessive authority:

- d) formal-informal conflict, namely conflict that occurs in relation to the norms that apply in informal organizations and formal organizations. Examples of leaders who place wrong norms in the organization.

3. Source of Conflict

Fajana (in Omisore & Abiodun, 2014) identified two sources of conflict, namely internal sources and external sources. Internal sources refer to factors inherent in the organizational structure. Fajana (2000) states that the main source of internal conflict is the opposing interests of industry players or organizations. These interests will give rise to conflict as efforts by both parties in the organization try to share the "industrial cake" (Ajibade, 2004). External sources themselves refer to factors that are outside the four walls of the organization. For example, when a third party intervenes in an industrial relations dispute. An example is when the government, as a third party and regulatory party, tries to formulate policies or create laws that benefit one party and harm another party. This of course can cause conflict.

Then according to Mullins (2005), the sources of conflict in organizations involve:

1. Differences in Perception: Different perceptions can lead to differences in opinions and judgments, becoming a major source of conflict.
2. Limited Resources: Organizations with limited resources create competing interests, trigger conflict and reduce organizational performance.
3. Departmentalization and Specialization: Conflict can escalate when departments have incompatible goals.
4. Interdependence: Conflict tends to arise due to interdependence between team members, requiring mutual understanding and acceptance of the performance of others.
5. Authority Relations: Tensions between managers and employees can arise because privileges, such as flexible hours, trigger social jealousy.
6. Roles and Expectations: Manager-subordinate conflict can occur when roles are unclear, and understanding and expectations regarding those roles differ.
7. Jurisdiction Ambiguity: Unclear lines of responsibility create ambiguity, triggering conflict between superiors and subordinates, especially when the bar program is introduced

4. Conflict Resolution Methods

There are various methods that can be used to resolve conflicts that refer to conditions that occur within the company. According to (Rahim, 1983) and (Kilman and Thomas, 1977) there are five settlement models

- a. Domination In this conflict, one party must dominate the other party, because they have stronger power, besides that the rival they face must be defeated because it will have a bad impact on the organization. In this conflict there will be a big confrontation and the company must be prepared for the negative impacts that occur. But if the conflict is resolved then the organization can be built better because the big obstacles have been removed.
- b. Integration In this conflict, both parties have enormous power and are equally balanced. If the conflict continues, the company will be destroyed along with all the parties in it. In this conflict, usually each party will be asked what their interests are and conflict management tries to fulfill the interests of each party by integrating with each other.
- c. Avoiding In this conflict, each party feels that the conflict that is occurring does not bring any benefits to their interests. Usually the conflicts that occur are trivial and tend to waste resources. For this reason, usually each party both avoids or doesn't really care about each other when a conflict occurs and returns to focusing on their activities and actions.

- d. Following In this conflict, one party feels that they will not be able to defeat the other party because of the difference in strength. In the end, they are more likely to give in and follow the other party, because if the conflict continues it will only bring more losses to them.
- e. Cocompromise In this conflict, each party is in a middle position, not too strong, not too weak, while the conflict being faced does not have a significant impact. So that each party in conflict looks for a mutually beneficial solution.

5. Benefits of Conflict

Here are some reasons why conflict may be considered important:

- a. Innovation and Change:
 - Conflict can encourage the exchange of different ideas and views, spark innovation, and give organizations the ability to adapt to change.
- b. Increased Creativity:
 - Conflict can create an environment where different ideas can compete and interact, resulting in more creative and effective solutions.
- c. Identify the Problem:
 - Conflict can reveal problems or incompatibilities that may not be apparent in a harmonious situation. This provides an opportunity to identify and resolve underlying problems.
- d. Improved Decision Making:
 - Conflict can encourage organizations to conduct a more careful evaluation of available options, improve the decision-making process, and produce better decisions.
- e. Improved Communication:
 - Conflict triggers more open conversation and communication between members of the organization. This can increase understanding, reduce misunderstandings, and improve interpersonal relationships.
- f. Effective Conflict Resolution:
 - If handled well, conflict can be an opportunity to implement an effective conflict resolution process, which in turn can strengthen a healthy work culture.
- g. Increased Team Diversity:
 - Teams or organizations operating in conflict-free environments may not explore diversity of views and capabilities. Conflict can open up opportunities to understand and appreciate the uniqueness of each team member.
- h. Improved Employee Development:
 - Through conflict, employees can learn how to handle difficult situations, improve interpersonal skills, and develop conflict management abilities.
- i. Improved Balance of Power:
 - Conflict can help balance the distribution of power and justice within an organization, preventing domination by one particular group or individual.

Although conflict can have a positive impact, it is important to remember that inappropriate or excessive handling of conflict can have a negative impact on the health of an organization. Therefore, effective conflict management and fair solutions are the key to exploiting the positive potential of conflict in the work environment.

CONCLUSION

Conflict management in office administration is important for increasing productivity and team harmony. The lack of emphasis on conflict management in the curriculum creates a need for a more effective approach. Conflict management is the process of managing differences in an organization, the goal is to resolve conflicts without negative impacts. Management, as the process of planning, organizing, directing and controlling resources, has the main function of supporting organizational effectiveness. Conflict, inevitable in organizations, arises from differences in goals and values. Factors such as differences in

perception and limited resources become sources of conflict. Conflict management helps identify, address, and resolve conflicts, creating a safe business environment. Conflict resolution methods, such as dominance, integration, and compromise, can be chosen according to the characteristics of the conflict. The application of conflict management in office administration supports organizational performance and prepares wise leaders.

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