



Management of Conflict as A Problem Solving For The Dynamic Globalization in The 5G Society

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Abstract: An organization comprises of many different components, interconnected with each other, in the process of cooperation to achieve a certain goal. In an organization, differences often lead to incompatibility, which in turn leads to conflict. This is primarily because when an organization is born, there are actually many possibilities for conflict to arise. In an organization, conflicts between groups is something that can not be avoided. A conflict can become a serious problem in every organization, regardless of the form and level of complexity of the organization, if the conflict is allowed to drag on without a resolution. Therefore, the skill to manage a conflict is essential for every leader or manager of an organization. Conflict management is a series of actions and reactions between the subject as well as external parties in a conflict. Conflict management includes a process-oriented approach that addresses the forms of communication (including behavior) of the subject as well as external parties and how they influence interests and interpretations.

Keywords: Management, conflict, globalization

INTRODUCTION

An organization comprises of many different components that depend on each other in the process of working together to achieve certain goals. Differences within an organization often lead to incompatibility and ultimately conflict. This is because when an organization is born, basically there are many opportunities for conflict. A conflict in relationships within an organization or between groups is unavoidable. A conflict can become a serious problem for any organization, regardless of the format or level of complexity of the organization, if the conflict is allowed to drag on without a solution. Therefore, executives or managers in an organization need expertise to deal with conflicts. Conflict management is a series of actions and reactions between stakeholders and outsiders in a conflict. Conflict management includes forms of communication (including behavior) between the subject and external parties, and a process-oriented approach that addresses their impact on benefits and interpretations. For outside parties (beyond the dispute), as a third party, accurate

information is needed regarding the state of the dispute. This is because it allows effective communication between the subjects when a third party is entrusted. According to Ross (1993), a dispute management may or may not lead to termination of employment as a result of dispute resolution, and may or may not lead to reassurance, namely actions taken by third parties. Positive, creative, consensus, or aggressive. Conflict management includes self-help, collaborative problem solving (with or without third party support), or third party decision making. A process-oriented approach to conflict management deals with actors' communication patterns (including behavior) and how they influence the conflicts' interests and interpretations.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Definition of Conflict

A conflict in a very broad sense can be interpreted as all forms of interpersonal relationships that are antagonistic (hostile). It can be seen clearly as well as hidden. In the Indonesian Dictionary, a conflict is defined as an argument, or a disagreement over ideology or politics. In sociology, a conflict is a process in which two or more people try to get rid of each other by destroying or immobilizing them. According to Surjono Soekanto, a conflict is the process of achieving a certain objective by provoking other parties with threats or violence. According to "Lewis A. Coser, a conflict is a struggle for the value of power and scarce resources with the intention of neutralizing, injuring or eliminating the opponent. According to Gillin and Gillin, a conflict is a process of opposite interaction."

Conflict is a process that begins when one party tries to influence negatively or negatively affect the interests of another party. "Killman and Thomas (1978), conflict is a condition of incompatibility between values or goals to be achieved, both within the individual itself as well as in relation to other people. The conditions that have been stated can interfere with and even hinder the achievement of emotions or stress that affect work efficiency and productivity (Wijono, 1993, p.4)." 1) Intrapersonal Conflict, occurs when a person has to choose conflicting goals or when work requirements exceed his/her limits.

1. Conflict between people. This is due to personality differences between one person to another.
2. Conflict between individuals and groups, which occurs when a person does not meet the rules of the group in which he works.
3. Conflict between groups in an organization.
4. Conflict between organizations.
5. Conflicts between individuals in different organizations.

This conflict arises from the attitudes or behavior of members of the organization that harm other members of the organization. For example, a public relations manager who opposes the news reported by a journalist. According to Ross (1993), conflict management is the steps taken by subjects or third parties in order to direct disputes towards certain outcomes which may or may not result in a conclusion in the form of conflict resolution, and may or may not result in calmness, positive outcome, creativity, consensual, or aggressiveness."

B. Views about Conflict

There are different views on the role of conflict in groups and organizations. Some argue that conflict can be detrimental to an organization if it is not controlled and needs to be avoided or eliminated. On the other hand, others argue that groups and organizations benefit from conflict management. Stoner and Freeman call this conflict an organizational conflict. This contradictory opinion of "Robbins (1996: 431)" is called the conflict paradox. That is, on

the one hand, conflict is seen as an increase in group performance, and on the other hand, most groups and organizations seek to minimize conflict.

The following description provides several views on conflict as expressed by Robbins (1996:429).

Traditional point of view. This view asserts that all conflict is bad. Conflict is negative and dangerous and should be avoided. To reinforce this negative connotation, conflict is synonymous with violence, destruction and irrationality. This view is consistent with the prevailing attitude towards collective action in the 1930s and 1940s. Conflict is seen as a result of dysfunction caused by poor communication, lack of trust and openness among people, and the inability of managers to meet the needs and aspirations of employees.

Observing human relations. This view asserts that conflict is a natural event that occurs in all groups and organizations. Conflict is unavoidable and its existence must be accepted and rationalized in a way that is beneficial to organizational effectiveness. This view dominated conflict theory from the late 1940s to the mid-1970s.

Interactionist perspective. This view tends to foster conflict based on the assumption that cooperative, calm, peaceful, and harmonious groups are not passionate or innovative and tend to be static and callous. Therefore, according to this school, conflict must be minimized in order to keep a group alive, self-critical, and creative. Stoner and Freeman (1989:392) divide their view of conflict into two parts: the traditional view (old view) and the modern view (present view).

C. Factors Causing Conflict

According to Robbins (1996), conflict arises because there are antecedent conditions. These conditions, which are also referred to as sources of conflict, consist of three categories, namely:

1. **Poor communications**, in the sense of communications that creates misunderstandings between the parties involved, can be a source of conflict. A study shows that semantic difficulties, insufficient information exchange, and disturbances in communication channels are barriers to communication and are antecedent conditions for the development of conflict.
2. **Structure**: The term structure here, refers to size (group), level of expertise of group members, clarity of responsibilities (area of work), compatibility between member goals and group goals, leadership style, reward system, and group. Studies show that group size and discipline are variables that drive conflict. The larger the group and the more specialized its activities are, the greater likelihood that a conflict will rise.
3. **Personal variables**. Other potential causes of conflict are: personal factors, including: Individual's value system, personality traits that make people unique and different from others. Generally, certain personality types, such as those who are very authoritarian, assertive, and do not respect others, have the potential to be a cause of conflict. When any of these conditions occur in a group and employees recognize it, there is a feeling of conflict within the group. This situation is called an alleged conflict. Then, when people become emotionally involved and feel anxious, stressed, frustrated, or hostile, the conflict turns into perceived conflict. Moreover, if the situation where the parties acknowledge and feel the conflict is manifested in the form of action, it will turn into a real conflict. For example verbal attacks, threats against others, physical attacks, riots, strikes, etc.

In contrast to Robbins who only mentions three factors as antecedents, Schermerhorn categorizes antecedents into five factors, namely:

1. Ambiguous or ambiguous role (role ambiguity)
2. Competition for limited resources
3. Communication barriers

4. Previously unresolved conflicts.
5. Individual differences, including: different needs, values, and different goals.

Furthermore, "Kreitner & Kinicki (1995:284-285) further details the antecedent conditions as 12 factors as follows:"

1. Personality or value system mismatch.
2. Subtle or overlapping job boundaries.
3. Competition for limited resources.
4. Exchange of facts or inadequate communication (communication).
5. Interdependence on work (e.g., a person can't complete his work without the contributions of others).
6. Complexity of the organization (feud tends to get higher along with increasing hierarchies & job specialization).
7. Rules, work standards, or policies that are subtle or unreasonable.
8. Unreasonable deadlines for tasks that are difficult to complete.
9. Collective decision making (the more people involved in the decision-making process, the greater the potential for conflict).
10. Decision by deliberation.
11. Unmet expectations (employees with unrealistic job, salary, or promotion expectations are prone to conflict).
12. Do not resolve or hide conflicts.

According to Kreitner and Kinitzky (1995), managers or leaders of an organization must take the initiative to ascertain whether this condition exists in the organization, and when one or more of these conditions occur, they must immediately take action before the condition becomes public. Conflict or Actual Conflict (Clear Conflict). Therefore, we hope that conflict does not spread throughout the organization and ultimately affects employee productivity. Therefore, managers believe that conflict is not a threat to the survival of the organization and is a functional factor that increases effectiveness. To do this, one must have the ability to manage conflict.

D. Types of Conflict

There are different types of conflicts, depending on the criteria used for classification. Some people share conflicts based on stakeholder, others share conflicts over functionality, and still others share conflicts over location within the organization.

1. Conflict can be seen at one location in the organizational structure. This type of conflict is also referred to as intra-organizational conflict. Vinardi divides conflict into four types based on its location in the organizational structure. There are four types of collisions.
 - a. Vertical conflict, are conflicts that arise between employees who occupy unequal positions in the organization. For example, between superiors and subordinates.
 - b. Horizontal conflict, namely conflicts that occur between people who occupy the same position or class in an organization. For example, conflicts between employees or between departments at the same level.
 - c. Line Personnel conflict, namely conflicts that arise between Line employees who usually occupy command positions and public officials who usually act as organizational advisors.
 - d. Role conflict, which is conflict that arise because a person has two or more conflicting roles.
2. Conflict from the point of view of the parties concerned; depending on the parties to the conflicts, Stoner divides conflict into five types.
 - a. Conflict within a person, or conflict occurring when a person has to choose conflicting goals or when work requirements exceed his/her limits. According to Altman, these personal conflicts include frustration, goal conflict, and role conflict.

- b. Conflicts between people due to personality differences.
 - c. Conflict between individuals and groups occurs when individuals do not conform to the norms of the group to which they belong.
 - d. Conflict between groups in an organization is a conflict that occurs because each group has different goals and tries to achieve them. The problem arises from the fact that the more a group adheres to its own goals or norms, the more competitive it is with each other and the more likely it is to interfere with the activities of its competitors, affecting the organization as a whole.
 - e. Conflict between organizations. This is a conflict that occurs when the actions of one organization have a negative impact on another organization, e.g. in the struggle for the same resource.
3. Conflict from a functional point of view, Robbins divides collisions into two types:
 - a. Conflict features Functional conflict is a conflict that contributes to the achievement of group goals and improves group performance.
 - b. Dysfunctional conflict, is a conflict that hinders the achievement of group goals.

According to Robbins, “the boundaries that determine whether a conflict is functional or dysfunctional are often not clear (blurred).” Conflict can work in one group but not in another. Similarly, collisions may work one time, but not another time. The criterion for distinguishing whether conflict is functional or dysfunctional is the conflict's effect on group performance, not individual performance. Conflict is considered functional if it can improve group work even though it does not satisfy the individual. On the other hand, conflict is dysfunctional if it only satisfies the individual and reduces the effectiveness of the group.

E. Strategy in Conflict Management

1. Avoid Conflicts, which can be achieved if the issue or issues that caused the conflict are not so important or if the potential for confrontation is out of proportion to the outcome. Avoidance is a strategy to pacify conflicting parties.
2. Adaptation: Give others the opportunity to develop strategies for solving problems, especially if the problem is important to them. It gives the ability to make decisions, enabling collaboration.
3. Competition: Use this method when you feel you have more information and experience than others, or when you don't want to compromise your values. This method can fail, but it can be important for security reasons.
4. Compromise or Negotiation: Everyone can give and give something at the same time, give and take from each other, to the benefit of all parties by minimizing the losses of all parties.
5. Problem solving or collaboration: A win-win solution when the parties involved have the same work goal. • All parties involved must be willing to support and care for each other.
6. Problem solving. In problem solving strategies, the basic assumption is that all parties want to resolve conflicts that arise, so it is necessary to look for actions that will satisfy the parties involved in the conflict. Based on this assumption, problem solving strategies must always go through two critical stages: finding ideas and maturing.
7. Discussion. In this strategy, you must first clarify what the problem is. Based on the clarity of the problem, the two disputing parties held a meeting to reach an agreement. If an agreement is reached during negotiations or discussions, each party can agree that efforts should be made to avoid new conflicts.
8. Persuasion. In this strategy, efforts are made to manage conflict by seeking the higher interests and goals of the conflicting parties.
9. Finding common enemies. This strategy is basically the same as the third strategy. The difference is, in this strategy, the two conflicting parties faces off a third party, eventually inviting everyone to join in.
10. Seek assistance from a third party. It is important to know the nature of the dispute, whether the dispute is a political dispute, a dispute over authority, a legal dispute, a

technical labor dispute, and so on. This is important to allow the selection of a third party who may be able to cope with the more negative consequences of a conflict.

11. Improving interaction and communication. The reason for this strategy is that at some point, if the opposing party can improve their interaction and communication, they will be better able to understand and understand their reasons and actions. This understanding and gratitude is important because it can reduce the bad views of other groups.
12. Sensitivity training. This strategy is sometimes referred to as a "face-to-face" session. This strategy is usually used to manage conflicts that occur within or between groups. Competing parties are invited to join the group. In this group, each party is given the opportunity to express their opinion, including the negative opinion of the other party. Meanwhile, those who are criticized are expected to listen first and then express their views. By releasing emotions and "bundles", each party is expected to feel more comfortable afterwards.

METHODS

This research uses a qualitative approach, by collecting data from interviews. The qualitative approach does not prioritize population or sample size. After the data is collected, the case study will be used as a writing method. As documents, case studies can deepen your knowledge of personal, organizational, social and political phenomena.

RESULT AND DISCUSSION

Differences in experience makes a conflict possible, because differences in meaning refer to differences in experience rather than culturally significant differences that make individuals look different. That person will be influenced by the pattern of thought and the growth of that thought. These different thoughts and opinions will ultimately result in different characters of people, which can trigger problems. One of the opposing change strategies from leaders in any organization/company is often intentional or coercive, by creating a conflict it is hoped that the change will materialize. That conflict can also arise naturally due to objective conditions that can lead to conflict. As mentioned by Hocker and Wilmot (Wirawan, 2010:8), conflict occurs because the parties involved in the conflict have different goals. Conflict can also occur because the goals of the parties involved in the conflict are the same, but the way to achieve them are different.

"Conflict management style is a model of behavior for people who resolve conflict situations. Stella TingTuni (2005) uses the term "conflict communication style not conflict management style". For example, autocratic leaders tend to use a conflict management style that is oppressive, hyper-aggressive, competitive, and aggressive as a form of defeating their opponents. A democratic leader, on the other hand, considers conflicts when they arise, listens to the opinions of others, and seeks a win-win solution. Simply put, problem management style is how individuals/groups make decisions in conflict situations. There are various descriptive labels for the five types of styles.

1. Competitor style

The competitive style is power and conflict oriented using a win/lose strategy. A competitor, on the other hand, can use pressure, intimidation, and coercion on the other party to the conflict. On the other hand, this competitive style may be needed when quick decisions are required or critical actions are not popular.

2. Conflict Avoidance Manager

Conflict avoidance styles are usually neutral in terms of taking a position or attitude. This style can be applied if the conflict does not significantly affect the effectiveness of management. This action is suitable to reduce the stress that arises.

3. Accommodator

The adaptive style requires that each party involved in the conflict resolve the conflict without expressing their point of view in a loud and meaningful way. This style is useful when the conflict is more important to the other person, provides valuable experiences and emotions, and makes you more receptive to other, more important issues.

4. Management that values compromise

This management style is the most realistic and can pay off within the allotted time for conflict resolution. As a compromise, if the participants share a win-lose condition, then it is a variant of the win-win strategy. However, it is more of a "lost" strategy when a compromise is reached to reduce problems and undermine trust between the conflicting parties.

5. Collaborator

This problem management style can be used when the disputing parties reformulate the problem and find a solution. Management of this type of dispute should be carried out if the issue that gives rise to the dispute is important to both parties to the dispute. Therefore, although it is difficult and expensive, it requires effort.

CONCLUSIONS

This conflict is related to a person's inner conflict in a community atmosphere that has involvement in someone in the community system. Of all the types of problems that have been described, the issue of interest has an understanding as a problem condition in which a person or a member of society has a personal interest that is greater than other interests that affect its implementation. His obligation as a leader in the community is to carry out the interests and goals in the community.

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Employees in the community also have an obligation to make it easier for members who have problems. One way to make it easier for members in conflict is through a two-way approach. A two-way approach can be done through mediation, namely through other people. This approach is very self-contained and therefore it is necessary to use good communication skills to successfully achieve the goals. Dysfunctional emotions are necessary and a free flow of communication needs to be nurtured, in order to achieve problems. Continuous conflict can be controlled and minimized by conflict management.

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