



CONFLICT MANAGEMENT IN THE TRANSFORMATION OF EDUCATIONAL ORGANIZATIONS: UNDERSTANDING THE ROLE OF LEADERSHIP AND ORGANIZATIONAL CULTURE

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Abstract :

Complex conflict dynamics often occur in educational institutions. Good leadership and a supportive organizational culture can help manage conflict during the transformation process. The aim of this research is to study how organizational culture and leadership play an important role in handling conflict during the transformation process of educational organizations. In collecting data, this research used in-depth interviews, document analysis, and participant observation. School principals, teachers and education staff are respondents who are directly involved in the transformation process. The thematic method was used to analyze the data to find conflict patterns, leadership roles, and the effects of culture on the organization. The research results show that leadership that is visionary and focuses on problem solving, as well as building openness in communication has a very important role in managing conflict. A culture in the educational environment that supports the progress of educators and education personnel, as well as collaboration between all stakeholders can create a harmonious environment. Where conflict is considered a process that must be gone through in reaching a mutual agreement, not as a division that threatens the harmony of educational institutions.

Keywords: Conflict Management, Education, Culture, Communication.

INTRODUCTION

Civilization is always identified with changes that have good and positive values. Change is born out of a feeling of restlessness which fosters motivation and creativity so that it is able to survive and improve the quality of life. In the world of education, civilization will always begin in every era which is synonymous with progress in intellectual and emotional development. Every change will always give rise to turmoil based on differences in opinions, ideas and values that will be adhered to in the future.

In general, an organization, company or institution in achieving its goals is greatly influenced by harmonious cooperation between its employees. The more harmonious the cooperation carried out by employees - usually the higher the level of productivity achieved. However, the atmosphere of cooperation between employees is not always created well (Muslich, 1991). There are many factors that cause this, including differences in principles, views, assessment systems regarding certain values, especially regarding how to achieve the goals of a company or institutional organization.

Differences of opinion are the lowest form of conflict, conflict arises from differences in ideas or thoughts that are not managed or resolved properly. In fact, conflict is something that is normal in an organization and will always occur, repeating itself at every phase. Organizations or educational institutions

in particular are groups of people with ideas and thoughts to advance the institution, so in order for it to develop, each member is obliged to contribute by providing constructive thoughts and ideas. Apart from differences of opinion, character, behavior, honesty, motivation, status and work relationships are factors that are very likely to trigger conflict. In organizations there are different interests in being able to resolve conflicts. An organization will develop when it is able to manage conflict so that; (1) Conflict is present and necessary to challenge the progress of the Institution, (2) Conflict is not considered a destructive condition, which prevents members/employees/teachers from achieving goals,(3) Conflict is expected to give rise to creativity within the organization.

Handling conflict can be used as an indicator of organizational success, because conflict is an interaction process that occurs due to a mismatch or difference between two opinions, whether it occurs within the organization, the degree of specialization given, clarity of jurisdiction, compatibility between the goals of organizational members and the goals of the organization, leadership style. , and compensation systems that influence the parties involved, both positively and negatively (Nasrudin. et al, 2021). To handle this, interdependent individuals and groups must create working relationships that mutually support each other, in order to achieve organizational goals (Selvi Ayuseva Anggraeni et al, 2020).

Handling conflict cannot be separated from the role of the leader, conflict that is managed and controlled well can lead to benefits for the organization as a unit. On the other hand, conflicts that are not handled well and escalate openly can harm the interests of the organization. Therefore, managers or leaders in organizations must be able to manage conflicts within the organization well so that organizational goals can be achieved without obstacles that create conflict. One of the things that a leader or manager must have is how to manage conflict.

A leader's attitude can be a major determinant in whether a conflict will have a positive or negative impact on the health of the organization; (a) Organizational Uncertainty and Complexity: In a work environment filled with uncertainty and complexity, conflict can arise from differences in opinions, interests, and values between team or department members. Leaders who are able to handle conflict wisely can create an environment that supports productivity and innovation. (b) The Importance of Collaboration and Openness: Conflict, if not managed well, can hinder collaboration and openness in a team or organization. Leaders need to have an open attitude towards differences and encourage a culture where team members feel comfortable talking about conflict constructively. (c) Impact on Psychological Well-Being: Conflict left unaddressed can have a negative impact on the psychological well-being of team members. Leaders who are sensitive to this aspect will create an environment that supports mental and emotional well-being.(c) Model Desired Behavior: The leader acts as a model of behavior for his team members to follow. The leader's attitude in dealing with conflict will set an example for subordinates. If the leader displays a fair and cooperative approach, team members are likely to adopt the same attitude. (d) Training and Development Delivery: Leaders who understand the importance of conflict management skills and encourage training and development in this area can improve the entire team's ability to deal with conflict.

Conflicts that occur in an organization can hinder the achievement of desired goals, therefore conflicts need to be managed well so that their impact can be minimized. By understanding the complexity and impact of conflict in an organizational context, leaders have a great responsibility to create an

environment that supports mutual growth and prosperity. Therefore, this research will further explore how a leader's attitude can be the main key in overcoming conflict and increasing organizational effectiveness.

RESEARCH METHODS

The method used in this research is the literature study method and interviews as a research case study. Literature studies can be taken from various sources such as newspapers, magazines, the internet, documentation books, journals and books. Literature studies study various reference books and articles from previous research results based on national and international journals that are relevant to the topic of discussion.

RESULTS AND DISCUSSION

In essence, conflict is any kind of conflicting or antagonistic interaction between two or more parties. Conflict cannot be avoided, so having a strategy to handle conflict is the most feasible thing to do. More broadly, Saiti believes that conflict is closely related to the motives, goals, desires or hopes of two individuals or groups that cannot occur simultaneously. Conflict is a condition where there is a mismatch between the values or goals to be achieved both within oneself and in relationships with other people. Organizational conflict is - incompatibility between two or more members of an organization or group because they have to share scarce resources, or work activities and/or because they have different statuses, goals, assessments or views.

Thus, organizational conflict can occur due to reasons that are not differences in organizational goals, but rather differences in how to achieve these goals. Therefore, conflict is bound to occur. However, because the goal is the same, conflict does not mean there is no cooperation to achieve organizational goals or shared goals. So conflict can coexist with cooperation (COOPERATION). So conflict is not the opposite of COOPERATION (cooperation) but rather a rule of cooperation. Meanwhile, the opposite of COOPERATION (cooperation) is NOT COOPERATION (no cooperation).

CONFLICT IN TRADITIONAL VIEWS

According to this view, conflict that occurs in management is considered as something detrimental. The emergence of conflict in management is a sign that something is wrong in management or the organization. The emergence of conflict is more caused by; (a) Management failed to communicate with members of the organization. (b) There is a failure to apply sound management principles in its leadership.

The occurrence of conflict is not only related to the failure of leaders to establish harmonious communication with members of the organization, but is also closely related to the application of sound management principles. If implementing management principles is successful, the consequence will be that there will be no conflict in the organization. On the other hand, if you fail to apply management principles healthy, then as a result there will be conflict, and conflict will have a bad impact on the development of the Institution.

CONFLICT IN THE MODERN VIEW (INTERACTION)

According to this view, the occurrence of conflict in an organization is considered something that is difficult to avoid. Even in certain conditions conflict is necessary, with the understanding that this conflict can have a positive function for the organization. Because each member of the organization has differences, more or less there are contributions for various reasons.

Therefore, the leader's task in this case is not to reduce the conflict, but how to manage the conflict so that a method/system that is best for the progress of the organization is found. Thus, conflict is a means of carrying out renewal and change as well as activities. Therefore, conflict is necessary for organizations, especially educational institutions. Below we present two different views on conflict, consisting of the Old and New views as shown in the following labels:

| Traditional | Modern |
|---|---|
| 1) Conflict can be prevented 2) Conflict is caused by management errors in designing and managing the company or by the troublemakers. 3) Conflict disrupts the organization and prevents optimal performance 4) Management's task is to eliminate conflict 5) Optimal organizational performance requires elimination of conflict. | 1) Conflict is inevitable. 2) Conflict is caused by many cases, including organizational structures, which cannot be implemented different objectives, differences in views and judgments of expert personnel and so on. 3) Conflict helps and also reduces organizational achievements at various levels of achievement. 4) Management's task is to manage the level of conflict and its resolution in order to achieve optimal organizational results. 5) Optimal organizational performance requires multilevel conflict |

Table 1.1
Traditional & Modern Views on Conflict

CONFLICT MANAGEMENT IN EDUCATIONAL INSTITUTIONS

Conflict in the world of education is seen as one of the weak points in the management of educational institutions. This perspective emerged because institutional leaders saw conflict as something negative and counterproductive. Conflict in organizations is directly proportional to the development of organizations, including educational institutions. The beginning of conflict can arise from problems that can be considered trivial or simple. However, it often determines the age or future viability of an organization over a longer period of time. Therefore, appropriate management is needed to resolve conflicts.

FACTORS CAUSING CONFLICT

Conflict can increase if someone works individually, or there is conflict with each other. There are several factors that cause conflict in an organization, namely; (1) Poor communication, Communication is one of the worst causes in an organization, poor communication can be caused by differences in language, different understandings, and failure to convey something. (2) Differences in personality, organizational members in an organization come from different backgrounds and experiences in forming their personalities, if organizational members cannot understand and respect each other's differences then conflicts or problems will arise. (3) Resources are not shared equally. One way to resolve conflict in an organization is to use the principle of sharing. This means that in an organization there must be an administrative policy that divides available resources evenly and sustainably to avoid these conflicts. Broussard et al. 30 say that organizations may also need to be alert to other sources of differential treatment that raise ethical concerns. (4) Stress, Stress is the condition of a

person who feels too much mental or emotional pressure. Pressure will become stress when someone is unable to handle it. Stress will affect the way a person thinks, behaves, and how their body works. Some signs that someone is stressed are sleep problems, loss of appetite, sweating, and lack of concentration at work. This will cause conflict between members and leaders of the organization. (5) Sexual harassment, Sexual harassment is a problem that a person faces due to feelings of discomfort regarding their sex. When in an organization there is no code of ethics that regulates things like this, conflicts will arise between personnel in the organization. (6) The implications of work conflict on productivity and organizational survival. When someone tries to meet the pressures of their life's needs, they will work whatever is in accordance with what an organization wants. (7) Members leave the organization, too much conflict in an organization will cause someone to feel uncomfortable and will leave the organization. (8) Decreased productivity, someone who does not focus on doing their work will decrease their productivity, this will lead to conflict between members and leaders.

The role of a leader in managing an organization is closely related to the leadership style displayed. A leader is expected to be able to display a leadership style in all situations, and be able to manage his employees in difficult times so as to create a sense of confidence in their superiors in their subordinates. This is in line with the opinion of Sobri (2014: 10) that: "Leaders are present to mobilize followers so that they want to follow or carry out what the leader orders or wants." Based on Sobri's opinion, it is clear that achieving organizational goals requires several supporting factors, namely tools, capital, nature and humans. Among these factors, humans are the dominant ones who play an important role in achieving organizational success. Even though the available capital is large and the technology used is sophisticated, an organization will not be able to run well if there are no humans in the organization. And it needs to be realized that the success of organizational management is largely determined by human resources supported by a leader who is able to lead an organization, is required to have an open mind, be willing to accept new ideas, be willing to accept criticism and be willing to learn and listen to the truth conveyed by his subordinates. .

One of the roles of leaders in an organization is to be able to control conflict, both small and large conflicts. This is in line with Sobri's opinion (2014: 127) that conflict cannot be avoided, because conflict is everywhere. If there is interaction, there will definitely be conflict, therefore what is needed is how to manage conflict professionally. Practically, every leader in dealing with organizational conflict must first be able to understand the conflict that occurs, through the sources of conflict before determining how to resolve it. Thus, to be able to control existing conflicts, leaders need to know the early signs of conflict, namely by seeing an increase in the intensity of disagreements between employees in an organization. Apart from conflicts between employees, the emergence of work stress in organizations usually also occurs frequently.

The term stress comes from Latin, namely *strictus*, which means tight or narrow, and is the verb *stringere*, which means "to tighten". Problems regarding work stress are basically often related to the definition of stress that occurs in the work environment. Stress can also be defined as pressure, tension, or unpleasant disturbance that comes from outside a person. People who experience stress can become nervous and experience chronic worry. They often become irritable and aggressive, unable to relax or displaying an uncooperative

attitude.

The role of leaders in resolving conflict and stress in organizations is very dominant. A leader must be able to solve problems well, be able to develop conflict and stress so that it can reach a critical point but must not reach the point of failure or "breaking point", this really contains risks and dangers and is a very difficult task. A leader needs a spirit that is dynamic, creative, brave, responsible and dedicated, which is only possessed by a leader with strong character. Modern leaders must be able to encourage their subordinates to find their own ideas, participate actively and be willing to accept many differences and diversity. Then create conditions that stimulate controlled positive conflict and resolve it well.

Based on the results of interviews conducted at Homeschooling Hayat School, good communication between teachers/employees is one of the keys to minimizing conflict. Leaders have the role of balancing the interests of the Institution with the technical implementation of the interests of employees in the field. There is no difference in vision and mission in achieving goals, but conflicts tend to occur due to misunderstandings, poor communication and lack of coordination between one division and another. The way of looking at a problem can also be a trigger for conflict, so discussion space is needed in every activity to provide understanding to all teachers regarding different perspectives.

CONFLICT HANDLING APPROACHES

Conflict control is carried out through a deliberative, mixed approach hands of third parties, confrontation, bargaining *and* compromise .

Discussion

Deliberations are held so that conflicting parties can find out the best solution to the problem at hand, not looking for it one-sided victory. The purpose of the deliberation is for each to gain desired so that neither party is defeated. Step The steps taken are as follows: a. Identify problems by seeking information from parties who is in conflict or who is aware of the conflict. b. Bring the two parties together in a dialogue forum guided by the leadership, c. The leadership monitors the realization of the results of the deliberations.

Third party intervention

Third party intervention is required if the parties are in conflict do not want to negotiate or have reached an impasse. Heine and Kerk said that to prevent infighting between members causes meta-organizational stagnation, an organizational architecture is needed that resolves internal disputes through external enforcement. Confrontation.

Confrontation is carried out by bringing together the parties in conflict to ask for their opinions directly at a meeting, and the leader acts as a moderator. This method can be used as a rational conflict resolution and one must accept the opinion and position of the other party which is based on more rational and correct reasons.

Bargaining

Bargaining is controlling conflict through the process of exchanging agreements with the aim of achieving benefits for both parties in conflict. In the bargaining process the point is not to require the conflicting parties to give up something that is considered important for their group.

Compromise A compromise approach is used to resolve conflict by finding a middle way that is acceptable to the conflicting parties. The attitude needed to be able to implement a compromise is that one party is willing to feel

and understand the situation of the other party. Neither party wins or loses, each makes allowances or concessions. Both sides got what they wanted but not completely, and lost but not completely either. Kapusuzoglu said that collaboration is usually considered the best method for resolving conflict. This is called a *win-win approach*. There is no need for both parties to give up cherished positions. Instead, both parties will be open to each other to seek new, higher goals.

While Thakore explain solutions to internal conflicts organization is as follows: (1) Mediation: mediation is the most common form of conflict resolution. It involves an independent, impartial person helping two individuals or groups reach a solution that is acceptable to everyone. Mediation can be successful if both parties trust the mediator. (2) Conciliation and consultation: this conflict solution can be said to be less formal because the conflict solution is more voluntary, or the willingness of the conflicting parties. (3) Increase resources: this conflict handling plan to forward about proper distribution of resources rather than making haphazard last-minute allocations.

Based on this explanation, it can be concluded that there are eight approaches to handling conflict, namely, deliberation, third party intervention, confrontation, bargaining, compromise, mediation, conciliation and consultation, and increasing resources. All of these methods will be effective if used in certain conditions and with the right steps. Good conflict management allows the organization to run smoothly as desired. With the compromise method, the principle of a *win-win solution* with all parties, so that the parties in conflict accept the decision happily and no party feels disadvantaged. The principal uses a compromise method because he can divide differences between two positions and make concessions to find a middle ground or resolve the conflict.

Finish conflict with action preventive with method; (a) Unifying the work flow (Unification current Work), (b) Jason groups of intermediaries (Connection between group), (c) Interorganizational exchange (Exchange member Which involved conflict), (d) Committes (Establishment committee from various units organization For Can see good side other And add flavor tolerance)

Finish conflict with confrontation Which done with Organization Confrontation Meetings For finish conflict method; (a) Climate settings Leader institution education together consultant discuss Why meeting confrontation done. Information Collecting, (b). Find information reason emergence conflict. (c). Information Sharing Findings in information collecting documented in various report. (d). Priorities Settings and Group Action Planning All groups met to discuss the raw data that had been obtained documented. (e). Organizational Action Planning Discussed For held follow up. (f). Immediate Follow Up By Top Ten Following up results findings And Compile Steps change in organization. (g). Gentle Confrontation Finish conflict between individual, party Which involved conflict disclose problem Which faced in a way Honest without do violence And flavor feud accompanied action Which wise.

Management conflict And ability communication very related in role a leaders because good communication skills can help leaders in reduce conflict, understand the perspectives of various parties and facilitate dialogue constructive. Effective communication can help prevent or resolve conflict with more Good, build understanding together And strengthen connection between member team. On the contrary lack of ability communication can exacerbate the conflict And hinder search solution Which each other profitable.

Communication Which Good between leader And his subordinates is involve clarity, honesty And empathy. A leader should listen with full attention,

give instruction Which clear, convey idea with clear also, motivating team, communicate with Honest And transparent For build trust also opens two-way communication channels to strengthen relationships professional.

Management conflict very related with culture organization in institution education. Organizational culture includes the values, norms and behaviors implemented in the work environment. Effective conflict management requires understanding and integration with culture the.

In institution education, culture Which support communication open, respect for diversity and constructive conflict resolution can help create environment Which conducive for development student And well-being staff.

Management conflict Which Good involve communication Which clear that is be marked with delivery message Which structured, concise And easy understood, besides That use appropriate language, conveying goals clearly and listening actively. Good conflict management too can solve collaborative problems (constraints communication, lack of coordination team, difference view And difficulty in sharing and managing information) and understanding the diverse perspectives that exist in environment education. By Because That involvement leader And staff in establishing an organizational culture that supports positive conflict management is critical to reach objective education Which optimal.

So conflict management in educational institutions involves a proactive approach For prevent And handle conflict. The steps covers communication open, training Skills interpersonal, formation policy solution conflict and approach mediation if necessary. The main goal is to create environment Study which is harmonious And support growth student.

In fact, the impact of the conflict phenomenon does not always have a negative logic. Side Which other give A explanation that conflict precisely capable push creativity, thoroughness in clarifying problems and develop the ability to finish problem.

CONCLUSION

The research results show that leadership that is visionary and focuses on problem solving, as well as building openness in communication has a very important role in managing conflict. A culture in the educational environment that supports the progress of educators and education personnel, as well as collaboration between all stakeholders can create a harmonious environment.

Where conflict is considered a process that must be passed to reach a mutual agreement, not as a division that threatens the harmony of educational institutions.

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