

## CONFLICT MANAGEMENT STRATEGIES IN IMPROVING THE PERFORMANCE OF THE EDUCATIONAL PERSONNEL TEAM AT SEMARANG STATE UNIVERSITY

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### ABSTRACT

*Objective study This is For explain influence strategy management conflict to performance. Conflict can happen on Who just And Where just with No know status, income And position. Strategy manage conflict as Wrong One effort For create performance Good For performance individual employee nor performance team. Population study This is all over powered education in UNNES with taking sample use proportional sampling a number 88 sample. Results study prove that hypothesis Which state strategy management conflict influential in a way positive And significant to performance teamwork accepted. Matter This explain that strategy management conflict can give contribution on performance through ability employee in accommodate idea from colleague Work, ability avoid difference opinion with keep your feelings And keep the relationship communication, And do collaboration about work methods.*

**Keywords :** public management, performance, team

### INTRODUCTION

One indicator of organizational success is reflected in the resulting performance comprehensively, both performance from financial aspects, human aspects, method aspects Work And environment Which conducive. Related with performance source Power man (HR) is influenced by two main categories of factors, namely internal factors and factors external HR (Kaushal and Kwantes 2006). Internal HR factors are a factor circumstances or conditions that exist within individual employees and can influence in a way direct on performance. Factor internal the Can covers knowledge, enthusiasm, attitude, satisfaction, discipline, stress, commitment and many others. These things are of course interrelated and have a direct impact significant for the progress of the organization or institution. Factor external the covers environment Work, policy government or institution, exists competition, system management institution, culture And leadership role as well factor other.

West (2002) and Tjosvold *et al.* (2002) revealed that an organization It won't work well if there is no leadership role in it person Which responsible answer on organization the. Leader That No will maximum in carry out his task without exists subordinate (employee) Which always interact And help him. There is leader And subordinate (employee) the is something proof that organization And structure each other related. Study shows that organizational size and degree of specialization are variables Which push happen conflict structure. More and more big organization, And increasingly the more specialized the activities, the greater the possibility of conflict (Eisenhardt *et al.* 1997 And Tang 2007)

According to Eisenhardt *et al.* (1997) conflict is an interaction process occurs due to a discrepancy or difference between two opinions (angle view), whether it occurs in size

(organization), degree of specialization given to member organization, clarity jurisdiction (region Work), compatibility between member goals with organizational goals, leadership styles, and reward systems Which influential on parties Which involved, Good influence positive nor Negative effect.

Meanwhile, according to Lambert *et al.* (2006) conflict is a situation which occurs when there is a difference of opinion or difference of perspective between a number of person, group or organization. If something organization, absence change, so situation conflict Which happen No will subsided. Every conflict Which new happen in sub organizational unit Which concerned (Lambert *et al.* 2006).

In the process of interaction between one subsystem and other subsystems, no There is guarantee will always happen suitability or compatibility between individual implementer. At any time tensions can arise, both between individuals and between individuals between groups within the organization. Many factors are behind its emergence incompatibility or tension, between other; personal traits Which different, differences in interests, "bad" communication, and differences in values. These differences ultimately bring the organization into an atmosphere of conflict. Organizations can appear effective, then individuals and groups are interdependent must create working relationships that support each other, towards achievement objective organization (Lambert *et al.* 2006).

It was revealed in Irawati's (2007) research that there are various differences arise in an organization that can lead to disagreements, arguments oreven conflict within the organization. There is a *job design* and *job description* automatically positions someone as a competitor for others, so gives rise to competition which often has a negative impact on organizational performance as a wholewhole. If arise competition even hostility Which shouldNo need happen, so leader must can understand What Which Actually desired by members of the organization and resolve conflicts that arise without harm the organization itself. In other words, management must be capable Facilitate various activities within the organization to produce good performance Good with level conflict internal minimum.

Part member in group Which No Can adapt to the environment to work together. People who including this category will be an obstacle to progress for an organization (De Dreu And Weingart 2003). Organizational activities can be effective if other individuals and work groups are presentinterdependence that can create a mutually supportive working relationshipwith each other, towards achieving organizational goals, strive not to create differences that will eventually become a conflict.

To create an atmosphere Work become more conducive required something strategy in manage conflict. Kaushal and Kwantes (2006) define strategy as a work plan a company that aims to create competitive advantage. Strategy can be seen as a tool that can determine good organizational steps in the short and long term. Thus it can be concluded that strategy is a series of activities that consider aspects the organization's strategic goals by using targeted and appropriate methodsespecially in managing human resources as the main element own role important for the sustainability of organizational performance.

Strategies for conflict management are needed for individuals and groups as well effort For something process repair connection personal Which related with solution work. According to Kwantes *et al.* (2008) needed five strategy manage conflict that is with oblige, integrate, avoid, dominate And sacrifice as well as give impact on performance personaland group performance.

Companies that seek to implement conflict management strategies turns out to be able to create a harmonious working relationship with each other respect differences, willing to accept input for the good of organizational goals, each other guard And value feeling One The same other as well as each other buildopen communication with full sincerity (Kwantes *et al.* 2008). these efforts will give impact positive for psychic individual And group Work Because there is a

feeling of involvement and appreciation for the abilities and skills possessed be utilized to achieve the goals expected by the company/institution so of course the results of these efforts will have a positive impact on improving performance individual and work group performance.

Performance can be defined as a show off Work Which is results Work employee individual or group Where real behavior displayed in accordance with his role in the organization (De Dreu and Weingart 2003). Meanwhile, according to Sudarma (2012), performance is defined as something Which done Good product/service Which generated from somebody or group person.

According to Tjosvold *et al.* (2002) team performance is actually assessed by ability harmony every individual employee in share task principal And function work to colleague Work other, exists openness through utilization communication between colleagues, consider work effectiveness and efficiency, as well Want to accept method new in solution work.

Objective from study This is explain influence strategy management conflict on team performance . Cooperation (teamwork) is a a system of work carried out by two or more people to achieve a goal planned together. Teamwork is a necessity realizing successful performance and work achievements. Collaboration in work teams will be become a driving force that has energy and synergy for individuals Which combined in Work team. Communication will walk Good with based awareness not quite enough answer each member (Tjosvold *et al.* 2005).

Results study West (2002) prove that cooperation in a way grouping leads to better efficiency and effectiveness. It is very different from work carried out by individuals. Each team and individual very relate tightly with Work The same Which built with awareness achievement performance And performance.

Power education on University Country Semarang (UNNES) is Human resources have an important role in supporting the performance of the academic community, namely obliged give service academic. In implementation his duties, No regardless from exists each other dependency even linkages between units Which one to units Which other. If there is error communication or different understanding, Sometimes it becomes a clash that results in conflict, for example just exists miscommunication between team Work And superior in accept or interpreting the message, so that it becomes unclear and inaccurate, there are differences method or method finish work, temporary nonconformity will have an impact on the performance of both individuals and work teams. this condition in line with Gibson's opinion that conflict management can besides create Cooperation, interdependent relationships can also give rise to conflict. This matter happen if component organization own interest or objective individually And not mutually cooperate One The same other. Conflict can occur become a serious problem in every organization, regardless of form or level complexity organization the. Conflict can lower performance organization Which concerned, when in conflict left without solution.

A strategy is needed to manage it conflict so that No give rise to loss for all party like loss psychic employees themselves, loss of value of relationships with work group colleagues as well as loss for institution organization in a way whole. Management conflict effectively for employees will produce positive and conducive relationship Where management the capable create harmony in Work. There is each other need between colleague group Work with say other flavor dependency really felt for a group of employees as one unit team at work, and overall it will certainly improve team performance (Irawati 2007).

For create And increase performance Good individual nor team , A strategy is needed to manage conflict so that it does not cause harm all party like loss psychic personal employee That Alone, loss mark relationships with work group colleagues and losses for the company/institution organization as a whole (Tang 2007). Thus, the hypothesis stated submit is:

Ha: conflict management strategies have a positive and significant effect on team performance .

## RESEARCH METHODS

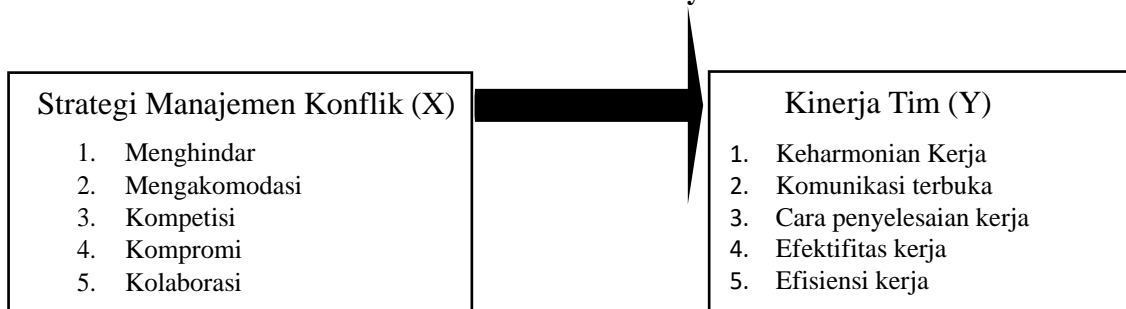
The population in this study were all Semarang State University (Unnes) education staff who were still actively working, totaling 721 people from 10 work units. Once the population size is known with certainty then in determination amount sample use calculation formula Slovin obtained 88 the person who is the respondent. The sampling technique uses *proportionalsampling* Where member or element population study This No homogeneous And stratified in a way proportional (Sugiyono 2003).

Variable study Which used in study This consists from strategy conflict management (x) with indicators developed including avoidance, accommodate, compete, compromise and collaborate. Whereas variable bound in research This is performance team (Y) with indicator work harmony, open communication, how to complete work, cooperation and role leadership.

Various effective conflict management (conflict management) in explanation Robbins And Hunsaker (1996) And Kaushal And Kwantes (2006) is with make various efforts to avoid the creation of conflict, accommodate conflict Which There is, use competition For utilise conflict become positive activities, making compromises, and being able to collaborate opinions or idea Which different become A input or solution For solve problem.

Efforts the according to study Which done Irawati (2007) proves that there is a significant increase in group performance through harmony Work, communication open, method finish work, consider effectiveness And efficiency Work. Linkages between variables can be built Research Model like on Picture 1.

Picture 1. Model study



## RESEARCH RESULTS AND DISCUSSION

Instrument testing is carried out using validity and reliability tests Likert scale measurement of 32 questionnaire items regarding management strategy conflict and performance. From the results of the instrument validity test, it can be seen that all items questionnaire has mark significance  $< \text{sig}$  Which hinted 0.05 so can conclude that all instrument item results are *valid* and suitable for use in study This.

Based on the results of the reliability test, it can be seen for all research variables the results that have been tested are *reliable*, where the calculated alpha value of each each variable  $> 0.60$ .

The results of simple linear regression testing were carried out to see the extent Conflict management strategies influence performance. Analysis results Regression can seen in Table 1.

Table 1. Results Test Regression

Coeffici	B	$\beta$	t	Sig t
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ent					
Constant		35,065		6,669	0,000
Strategy Management	0.447	0.506	5,437		0,000
Conflict					
F	-	-	29,557	-	
Sig F	-	-	0,000	-	
R <sup>2</sup>	-	-	0.558	-	

Source : Data processed

From these results (Table 1) it can be explained that the Constant Value (a) is obtained is 35,065, this means that if the conflict management strategy is assumed to remain (0), then performance is as big as 35,065. Whereas For Mark coefficient regression The conflict management strategy variable (b) was obtained at 0.447, meaning that every there is an increase in conflict management strategies which will be followed by an increase in performance .

Results testing hypothesis can explained that obtained mark Significance strategy management conflict as big as  $0,000 < 0.05$ , so results This prove rejection to  $H_0$  And reception  $H_a$  Where strategy management conflict influential in a way positive And significant to performance *completely* \_ accepted. The results of testing the contribution of research variables using the determination test can be seen on Table 2.

**Table 2. Results Test Determination**

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.506 <sup>a</sup>	.558	.471		4,179	

a. Predictors: (Constant), TotX

Based on these results, it is known that the  $R^2$  value is 0.558 or 55.8%. This matter means the percentage contribution of the influence of conflict management strategies on performance is 55.8% while the remaining 44.2% is influenced by variables other . From results testing the can explained that strategy management conflict capable influence performance through 4 indicators where employees are proven capable of accommodating suggestions received from other colleagues, maintaining mutual feelings and willingness in help colleague Work, exists ability employee in collaborate ideas to find a solution expected. This result turns out to be able to create good performance between the two (Good for individual nor group work).

Matter other Which important in manage conflict is activity avoid difference opinion Which No please and maintain communication with other parties who have no relevance done Also in a way continuity And integrity on units Work other so that company goals can run effectively and efficiently.

Eisenhardt *et al* . in Robbins and Hunsaker (1996) and De Dreu and Weingart (2003) strategy management conflict through five activity like avoid, accommodate, compromise, compete And collaborate.

#### 1. Avoid ( *Avoiding* )

A person or organization tends to avoid conflict. Things Which sensitive And potential give rise to conflict as far as possible Possible avoided so that No give rise to conflict open.

2. Accommodate (*Accommodating*)  
Team members accommodate opinions and interests of the parties involved in the conflict, then find a way out by continue to prioritize the interests of other parties based on suggestions obtained.
3. Compromise (*Compromising*)  
Resolving conflicts by negotiating with the parties conflict, so that it then produces a solution (middle way) to the conflict equally satisfying (*lose-lose solutions*).
4. Compete (*Competing*)  
The conflicting parties compete with each other to win the conflict, and at Finally, there must be a party who is willing to sacrifice (defeat) their interests for the sake of it achieving the interests of other parties who are stronger or more powerful (*win- lose solution*).
5. Collaborate (*Collaborating*)  
Parties Which each other contradictory will You're welcome obtain results Which satisfying, Because they precisely cooperate in a way synergistic in finish problem, with still value interest party other,so that second interest party achieved (produce *win-win solutions*).

West (2002), Tjosvold *et al.* (2002), Irawati (2007) and Eisenhardt *et al.* (1997) stated that conflict management for team collaboration will produce results connection Which positive And conducive so you can create harmony. In other words, the feeling of dependence is felt by many employees as a team unit in working, such as implementing communication Which open as well as consider effectiveness And efficiency work to improve performance And image institution.

## CONCLUSION

Based on the results analysis And discussion , it can be concluded that strategy management conflict influential in a way positive And significant to performance educational staff . This shows that the better the strategy If conflict management is carried out, the better it will be in improving performance educational staff. The results can be measured through the creation of work harmony,intertwined communication Which open, exists consideration will effectiveness And efficiency Work as well as open in use method for help in completion of work.

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