CONFLICT MANAGEMENT AT STATE ISLAMIC RELIGIOUS COLLEGES IN INDONESIA

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Abstract
The goal of conflict management is to achieve optimal performance quality by maintaining functional conflicts and minimizing the consequences of adverse conflicts. Conflict management is useful in achieving the goals being fought for and maintaining good relations between the parties involved in the conflict. The essence of the conflict is one of them because of global competition. The core of global competition is competition for human resources or the shift from comparative advantage to competitive advantage.
This type of research is a qualitative research, using the methods of observation, interviews and documentation in collecting data in the field. This research will reveal and explain the various meanings of concepts or phenomena of experience based on the awareness that occurs in some participants naturally so that efforts to understand the various phenomena that occur can run optimally. This research is descriptive, aims to obtain in-depth information.
Based on the exposure in the discussion and analysis carried out, it can be concluded that it cannot be generalized implicitly that conflict is something that is detrimental or beneficial. In order for conflict to improve the performance and productivity of an organization, the leadership of the organization is required to have the ability to manage conflict. There are several conflict control techniques in all situations, each of which has advantages and disadvantages. Conflicts need to be resolved in an appropriate and appropriate way against the background of the conflict. The causes of conflict are not solely internal to the organization but also external to the organization.
Keywords: Conflict Management, Performance

A. Introduction

In the era of globalization and the digital era, humans cannot live alone either as individuals or as institutions. Meanwhile, competition that leads to individuality or egoism will actually narrow the space for human movement. As social beings, humans will not be able to avoid this, because it is destiny that humans will relate to each other. This relationship between human beings will certainly provide positive and negative things, because not always each individual has the same idea as the other. Therefore, the next problem is not that humans have to compete or avoid competition, but how humans can manage the conflict so that it can become a productive collaboration.[1]

Conflict in everyday life is something real and always encountered. As long as one is alive it is almost impossible to eliminate conflict on this earth. Conflicts between individuals and between groups are part of human history. Various kinds of desires of a person and the non-fulfillment of these desires can also end in conflict. Differences in views between individuals can also lead to conflict. If conflicts between individuals cannot be resolved fairly and proportionally, then it can become a conflict between community groups. A conflict often starts from a small and simple problem. Differences in attitudes and opinions, including unwillingness to accept others, can lead to conflicts between individuals and so on.[2] If a simple problem is not resolved immediately, it will become big over time, therefore any problem that exists and no matter how light must be resolved immediately.

Conflict[3] is an event that cannot be avoided, conflict is closely attached to the fabric of life,[4] In organizational life, even conflict is always present in working relationships between individuals and groups. Conflict can have a positive or negative impact depending on the management approach it takes.[5] Everyone is in the same ark, namely the ark of life. While in this ark, everyone must accept the reality of each individual's conflict. This means that everyone has to live with conflict, but some are good at dealing with conflicts, some are not.[6]

Conflict is neither positive nor negative. Conflict does not need to mean moving the impending disaster, but in the conflict itself there is opportunity. Conflict is an area that can be managed and controlled.[7]Conflict events as a natural occurrence along with the dynamics and development of the organization. The existence of conflict is unavoidable and always occurs in every interaction between individuals and between groups.

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[1] Fatah Syukur, *Madrasa-Based Education Management,* (Semarang: PT Pustaka Rizki Putra, 2011).P.160

[2] Fatah Syukur, *Madrasa-Based Education P.h.159*

[3] Winardi, *Conflict Management (Conflict of Change and Development)*, (Bandung: Mandar Maju, 1994).p1.

[4] Wahyudi, *Conflict Management in Organizations. Practical Guidelines for Visionary Leaders,* (Bandung: Alfabeta, 2006).p.93

[5] Ibid

[6] Yusuf al-Aqshari, Conflict Management, How to Solve Problems With Others, (Jakarta: Robbani Press, 2006).p.2

[7] William Hendrik, *How to Manage Conflict*, p 2

Conflict events as a natural occurrence along with the dynamics and development of the organization. The existence of conflict is unavoidable and always occurs in every interaction between individuals and between groups.[8]

Educational organizations and PTKIS are forms of work organizations, where individuals interact and work together to meet needs and achieve predetermined goals. In achieving goals, it is possible to have differences of opinion, conflict or disputes in order to utilize limited resources, regarding goals, or differences in perceptions and personal values. Conflict can have negative consequences in the form of aggressive actions, lazy to work, apathetic, and result in a decrease in organizational productivity. Therefore, conflict must be managed properly so that it is critical to the various problems that arise and jointly find the right solution to support the achievement of organizational goals.[9]

Another phenomenon that occurred at PTKI was that the work units were too slow in carrying out their work. A conflict situation that is too low is seen as the cause of the low initiative which tends to be passive. Behaviors and opportunities that can lead individuals or groups to work better are ignored, group members tolerate each other's weaknesses and ugliness in the implementation of work.

As the industrial sector grows and develops in a more complex and sophisticated manner, the challenge of providing the right and good human resources will become increasingly important. Also when technological advances are growing more rapidly and competitively, specialization of expertise will play a critical role in supporting successful competition. This phenomenon will apply to all countries that are currently competing in welcoming free trade and global competition. Indonesia as a developing country, of course, must also prepare itself.

State Islamic Religious College is an institution or institution as a developer of science and technology. Therefore, the function of universities is very strategic in increasing competitiveness, both the competitiveness of human resources and the competitiveness of the nation. Universities are required to always make changes towards improving education that is more advanced and quality in accordance with the demands of the global environment that is always changing rapidly or erratically.

In reality, the quality of national higher education is currently very concerning, especially if we compare it with the quality of higher education in neighboring countries. According to the results of the Times Higher Education research in 2017, the ranking of Indonesian universities in Asia is still below Pakistan, and is in line with Bangladesh. None of our universities are in the category of the 100 best universities in Asia.[10]

In terms of quantity, the number of universities in Indonesia that are currently active is around 4,312 while the total population of Indonesia is 250 million people. When compared with China, with a population of more than 1.4

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[8] Wahyudi, *Conflict Management*,... p. 94

[9] Wahyudi, Conflict Management,... p. 48

[10] https://www. timeshighereducation.com/world-university-rankings/2017 (accessed March 20, 2020)

billion, it only has 2,800 universities, and of that number there are 69 universities that are included in the 200 best universities in Asia.[11] Of the 4,312 universities in the country, some are Islamic Religious Colleges (PTKI). The quality of PTKI is also very concerning when compared to the quality of Public Higher Education (PTU).

Another problem faced by Islamic Higher Education (PTKI) is the issue of accountability related to the development and maintenance of the system and the quality of higher education which is still overlapping. There are big difficulties in achieving standardized quality, especially in basic competencies. Many PTKI graduates are not accommodated in the industry (jobs) because they do not have the competence according to the needs of the community and the desires of the industry. The government's discourse of using foreign import rectors and lecturers has raised various concerns. State universities hope that the government will review the plan. Menristekdikti Mohamad Nasir wants to raise the ranking of state universities in Indonesia by bringing in foreign rectors, which is an action that needs to be studied in depth. Menristekdikti Mohamad Nasir and even the President need to stimulate the emergence of competition and conflict that can have an impact on improving the quality of performance of the higher education community. In a case of import of rectors and lecturers from abroad with the aim of having a great desire to advance universities in Indonesia by using conflict management as he has used to apply in organizations. As if it would result in more chaos and problems. Even many professors say that they feel breathless at work. However, the government does not appreciate it. The Professor added that the cause of the problem was due to the emergence of mutual suspicion between each other so that there was a conflict between them. Based on the problems above, the researcher is interested in examining the Implementation of Conflict Management in Improving the Performance Quality of Private Islamic Religious Universities (PTKI) in Lampung. 3 PTKIS, namely: An Nur Islamic Institute of Lampung, Maarif NU Metro Lampung Institute of Islamic Religion and Agus Salim Metro Institute of Islamic Religion.

B. Theoretical Foundation

Conflict management is the ability to control conflicts that occur, which requires certain management skills. Related to management to deal with conflict, of course, the functions and principles of management must also be used. Effective management is said to be successful if it is able to develop and implement conflict strategies properly.[12] Conflict management is the process by which the parties involved in the conflict or third parties develop conflict strategies and apply them to control the conflict in order to produce the desired resolution.[13] From the above statement it can be concluded that conflict management is a process to develop strategies to control conflict in accordance with management principles. According to the Indonesian dictionary, conflict means squabble, disagreement, or dispute. Conflict also means the existence of opposition or disagreement be-

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[11] Wahyudi, Conflict Management,... p. 2
[12] Fatah Syukur, Education Management..., p. 163.
[13] Wirawan, Conflict Management Theory..., p. 129.

tween people or groups. Every interpersonal relationship contains elements of conflict, conflict of opinion, or differences of interest. According to Johnson, conflict is a situation where the actions of one party result in obstructing, hindering or interfering with the actions of the other party. Although the element of conflict is always present in every form of interpersonal relationship, in general society views conflict as a situation that must be avoided because conflict is considered a factor that damages relationships.

According to Vasta, conflict will occur when someone does something but other people refuse, deny, object to or disagree with what someone is doing. Furthermore, it is said that conflict is easier to occur between people whose relationships are not friends compared to people who are friends. Conflict arises when there is a misunderstanding in a social situation about certain points of mind and there are emotional antagonisms. Substantive conflicts include discrepancies about such matters as resource allocation objectives, distribution of rewards, policies, procedures and job assignments. This conflict is common in an organization while emotional conflicts arise due to feelings of anger, distrust, displeasure, fear, opposition, and personality clashes. This conflict often occurs in adolescents with their peers.

Collins and Lausen view conflict in adolescents as a result of changing roles expected by the surrounding social environment because adolescents experience transitions in age stages and changes towards maturity. Anxiety and stress accumulation from these transitions will generally increase the likelihood of conflict arising or the effectiveness of conflict resolution.

According to the definition of conflict above, it can be concluded that conflict is any kind of conflicting interaction between two or more parties. Conflicts can arise in various social situations, whether they occur within individuals, between individuals, groups, organizations, and countries. Deutch's opinion quoted by Pernt and Ladd states that the process of getting conformity to individuals experiencing conflict is called conflict management or can be called conflict management.

Based on the description above, it can be concluded that conflict management is a method used by individuals to deal with conflicts or disputes between themselves and others that occur in life.

In relation to the notion of performance, Prawirosentono[14] he gives the equivalent in English for the term performance is performance. Furthermore, it is said that the meaning of performance according to the formulation of The Scribner-Bantam English Dictionary, published by the United States and Canada, is that performance comes from the word to perform.

Meanwhile, according to Badudu,[15] performance (performance) is defined as performance. Enchols and Shadily give the meaning of performance as the ability to carry out obligations or tasks, while the Development Team for the

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[14] Suyadi Prawirosentono, Human Resources Management (Employee Performance Policy), Tips to build a Competitive Organization for the World Free Trade, First Edition. (Yogyakarta; BPFE, 1999). h.1-2

[15] Badudu, Big Indonesian Dictionary, (Jakarta, Ministry of National Education, 1994), p.34

Center for Language Development and Development of the Ministry of Education and Culture defines performance as something that is achieved, demonstrated achievement or work ability. The following is put forward in terminology that performance or performance is the implementation of a job task at a certain time, Simamora states "... employee performance is the level at which employees achieve the requirements".[16]

If we look at several opinions from a thermological point of view as mentioned above and formulate the definition of performance that has been put forward by Prawirosentono, then "performance" is closely related to: (1) performance, (2) work results, (3) the ability to carry out an obligation or task, (4) something that is achieved, a demonstrated achievement or work ability, (5) the implementation of a series of work tasks at a certain time in accordance with performance (performance) can be formulated as performance achieved, in the form of outstanding performance. can be shown in the form of work ability to carry out the obligations or work tasks assigned at a certain time, based on the procedures and rules that apply for the benefit of achieving predetermined goals.

Furthermore, Putti in Ruky provides a definition of performance leading to three focuses, namely: (1) individual centered leads to the personal quality of employees, (2) job centered leads to performance in areas that are the responsibility of employees, (3) and objective centered which leads to results. work / work performance.

Castetter suggests that knowledge, skills, attitudes are regulated for effective performance (knowledge, skills, and attitudes are needed to realize effective performance). Gaffar suggests that performance based (teacher) requires mastery of content knowledge, behavior skills, and human relation skills. Content knowledge is mastery of knowledge material that will be taught to students. Behavior skills are behavioral skills related to the mastery of methodological didactics that are pedagogical and anthropological. Human relation skill is an educational skill.

If we look at what has been stated above, it can be concluded that performance leads to three focuses: (a) the personal quality of employees, (b) performance in areas that are the responsibility of the employee, (c) the meaning of work results or work performance. employee.

It means that performance (perfpmance) can be formulated as performance achieved by employees, in the form of achievements (individual quality) shown in the field of responsibility in the form of work abilities in the form of: (a) Knowledge and mastery of duties and responsibilities, (b) behavioral skills relating to these mastery and responsibilities, (c) the skills to have good relations with the human elements involved in the process of carrying out the duties and responsibilities of the work under their authority at a certain time, of course based on a set of procedures and rules.

Furthermore, it is stated about the definition of performance, referring to the level of achievement of employees or organizations against job requirements. Operationally, employee performance can be observed from the

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[16] Henry Simamora. Human Resource Management. (Jakarta: STIE. YKPN. 1995)..p.321

records of the institution where he works, namely about work efficiency and productivity (Richard, 1982), stating that managerially, the managerial system performance approach is based on the following assumptions:

> (a) High performance can be achieved anly throughout people; (b) The right people need to be selected for the right job in the right numbers; (c) The need to be trained in the appropriate skills; (d) They need to be effectively led and motivated; (e) Under such conditions people will inevitably work well, (f) By and, argue, component, motivated people will evolve their own best methods of working.

Performance is an achievement that can be achieved by a person or organization based on certain criteria and measuring instruments. The most commonly used parameters, according to Drucker[17] are effectiveness, efficiency, and productivity. This is in line with what was stated by Robert A. Sutermaister that job performance (performance) is a human contribution to productivity. Furthermore, according to him, there are thirty-two variables in humans that can contribute to productivity, which means that performance is the dominant factor in the productivity of an educational institution. In Stoner's opinion, performance is an achievement that can be shown by an employee. It is the result that can be achieved in carrying out the tasks assigned to him based on skills, experience, and sincerity as well as the available time.

Based on the description above, it can be concluded that performance is the appearance of work behavior which is characterized by flexibility of movement, rituals and work sequences that are in accordance with procedures so that results that meet the quality, speed, and quantity requirements are obtained. The State Administration Agency defines performance as performance or work performance. Another definition states that performance is a person's success in carrying out a job. Differences in individual characteristics and situations can result in differences in the performance of each individual.

Departing from the conceptual view above, then performance can be interpreted as a process of improving the quality of education which refers to increasing ability in an effort to achieve criteria or standardization of work which is realized through work performance as a member of a profession. As a profession in the field of education, a professional level will be seen when the commitment and ability are united to realize educational tasks.

C. Research Method

This type of research is descriptive qualitative narrative, which reveals and explains various meanings of concepts or phenomena of experience based on awareness that occurs in some participants naturally so that efforts to understand various phenomena that occur can run optimally (Murphy & Tosti-Kharas, 2021). This research is descriptive in nature, aims to obtain in-depth information about the management of improving the quality of madrasa-based education in the tahfidz qur'an Islamic boarding school in Metro City. This study uses an interpretive or post-positivistic paradigm with a qualitative approach, type of case study and multi-case design (Aranda, 2020). Data were collected in a natural

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[17] Peter F. Drucker,*Management: Tasks, Responsibilities, and Practices*. (New York: Harper and Row, Pub. 1973). p..23

setting as the direct data source. This research is expected to be able to analyze and find out comprehensively and completely regarding the implementation of conflict management in improving the performance of private Islamic religious colleges in Lampung. This research does not only stop at substantive findings according to the research focus but also formal findings or thesis statements. Furthermore, because the location of this research is three with characteristics that have many differences, namely the An Nur Islamic Institute of Lampung, the Maarif NU Metro Lampung Institute of Islamic Religion and the Agus Salim Metro Islamic Institute, this study uses a multi-case study.

D. Research Findings

The existence of conflict in the organization, is determined by the perception of individuals or groups. If they do not realize that there has been a conflict within the organization, then in general the conflict is considered non-existent. On the other hand, if they perceive that there has been a conflict within the organization, then the conflict will become a reality. Conflict is a situation that occurs when there are differences of opinion or different perspectives among several people, groups or organizations. Conflict is an attitude of mutual defense at least between two groups, which have different goals and views, in an effort to achieve one goal so that they are in a position of opposition, not cooperation.

In the traditional view, conflict is viewed negatively and is synonymous with the terms violence, destruction and irrationality for its negative connotation. Conflict can have a detrimental nature and should be avoided. In the view of human relations states that conflict is a natural event in all groups and organizations. Because conflict is inevitable, the school of human relations advocates acceptance of conflict. Conflict cannot be eliminated, and sometimes even conflict brings benefits to the performance of the group or organization. In the interactionist view, conflict is seen as important in its existence according to the interactionist view. According to this view, conflict must be fostered because if the organization always consists of members who are always cooperative, peaceful, and calm, it will only lead to apathy, anti-change, aka far from innovation. Of course, the conflict that is grown is minimal, or just enough to make the group dynamic, critical, and creative. While the conflict review includes: 1. Contingency view, this view considers it impossible to eliminate the latent potential of conflict so that the path that needs to be taken by the organization is to build a cultural climate that supports conflict management. So many causes of conflict result in the absence of the best way to manage conflict. In other words, conflict resolution depends on the form and cause of the conflict. 2. Process view, in this case the conflicts that occur between the two camps occur sequentially and repeatedly. Each stage contains a high dynamic that contains the behavior of each party in response to what the other side is doing. Conflict will experience escalation or de-escalation, because from one problem it can expand to another problem or vice versa, from a complicated problem it can become simpler. 3. Structural View, structural review looks at the conditions that cause conflicts, especially from organizational structural factors. Factors referred to include rules or procedures, social norms and personality of members. Because it is based on structural causes, a review of conflict control or handling also uses

structural tools such as improving job clarity or revising work regulations. 4. The Open System View, in contrast to other reviews which focus more on the internal organization, the open system view places other organizations or supra systems, so that those who are in the midst of other systems or super systems, must always be open. The interpretation of this view is that conflict can be caused by pressure or influence from outside the organization. From all the views that have been explained, the outlines that can be drawn include that it is impossible to eliminate conflict, so that what needs to be thought about is not eliminating conflict altogether, but managing conflict so that it is beneficial for the campus organization.

Conflict does not occur immediately, but through certain stages. The process of conflict occurs in three stages, namely the first stage of conflict starting from daily events, the second stage of challenges, and the third stage of conflict reaching the stage of opposition. Meanwhile, Robbins conflict occurs through five stages as follows:

1) Opposition or Potential Incompatibility Stage This conflict begins with the communication process. This communication process does not directly lead to conflict but a condition that creates opportunities for the emergence of conflict itself.

2) Cognition and Personnel Stage In this stage is the actualization of stage I, where the conditions in stage I negatively affect something that is noticed by one party, hence the potential for opposition or incompatibility. An antecedent condition can only lead to conflict when one or more parties are influenced by, and aware of, the conflict.

3) The Intent stage lies between people's perceptions and emotions and their overt behavior. Intention is a decision to act in a certain way. Five conflict-handling intents can be identified: competing (assertive and uncooperative), collaborating (assertive and cooperative), avoiding (unassertive and uncooperative), accommodating (cooperative and unassertive), and compromising (middle in terms of assertiveness and cooperativeness). .

4) Behavior Stage This conflict behavior is usually an overt attempt to carry out the intentions of each party. But these behaviors have a quality of stimulation separate from intent. As a result of calculations or unskillful actions, sometimes behavior overtly deviates from the original intent.

5) Outcome Stage Action-reaction links between conflicting parties produce consequences. These outcomes can be functional, in the sense that the conflict results in an improvement in group performance, or dysfunctional in the sense of hindering group performance. Conflict in organizations does not occur naturally and does not occur without a source of causes. The causes of conflict in each organization vary greatly depending on the way individuals interpret, perceive and respond to their work environment. As in general, conflicts that occur in universities can also be caused by boring college atmosphere factors, competition, excessive demands, or variations in activities.

In this regard, Winardi points out several things that are the source of conflict in the organization, namely:

1) Work-Flow Interdependence An organization must be managed as a system consisting of interdependent parts, each of which carries out specific functions, but is coordinated in the form of a division of labor. If the interdependence of workflows is such that a person or group has to rely on the contributions of others to carry out their duties, then the conditions that arise are ripe for conflict to occur.

2) Asymmetry Conflicts due to asymmetry tend to occur when someone with low power needs help, someone with high power does not react to the request and when people with dramatically different values are forced to work. performing a task or when someone of high status is required to interact with and may depend on others of low status.

3) Role Ambiguity or Domain Ambiguity Lack of sufficient direction or clarity of goals and tasks for people in their work roles can lead to stressful situations that tend to lead to conflict. At the group or departmental level, it often appears as ambiguity of domains or jurisdictions. That is, two groups tend to conflict when neither of them understands who is responsible for what.

4) Resource Scarcity Actual or perceived needs of competition for scarce resources, causing working relationships between individuals or groups to tend to conflict.

This is especially relevant for any individuals or groups who are in organizations that are experiencing decline, in contrast to organizations that are developing. Resources are usually scarce in an organization's downturn with the result that frequent cuts or budget cuts occur. Given that various people or groups try to position themselves in such a way that they can get the maximum share of the differences in existing resources, the other party will oppose it or take countermeasures to defend their respective interests. Resources are essential to the resilience and well-being of individuals or groups within organizations. As a result, resource scarcity often leads to conflict. Furthermore, the causes of conflict in universities can be divided into substantive or emotional factors. Conflicts due to substantive factors can be caused by academic and non-academic matters, such as differences of opinion about the concept of education, things that occur during meetings and others, which greatly affect the work productivity of higher education personnel. . While conflicts due to emotional factors can be caused by feelings of anger, distrust, displeasure, fear and opposition, as well as interpersonal personality clashes in college. For example, lecturers often come late and leave before their time, often do not come for various reasons, are indifferent to the work environment, like to isolate themselves from relationships, like to cause problems with fellow teachers, think aggressively, strike, and or damage college equipment. . These are various problems in universities that lead to conflict situations and must be faced by the Chancellor. A number of studies on conflicts in basic education units found that many conflicts were caused by psychological factors. This psychological syndrome is characterized by fatigue, cynicism, stress, and feelings of ineffectiveness as a result of the large workload or task as a lecturer. Such phenomena of

psychological conflict are natural and scientific phenomena that are difficult to avoid by lecturers at higher education institutions that need to be addressed and managed properly and correctly by the Chancellor by emphasizing psychological aspects.

Conflict is so natural that it must be accepted and managed properly. Because conflict is a force to bring about change and progress in institutions. Conflicts between people within the organization are unavoidable, but can be used in a productive direction if managed properly. Conflicts that are managed systematically can have a positive impact, namely strengthening cooperative relationships, increasing trust and self-esteem, enhancing creativity and productivity and job satisfaction. The positive effects of potential conflict according to Moris are: increased motivation, increased problem identification, group cohesiveness, adjustment to reality, increased skills, increased creativity, contribution to goal achievement, and incentives for growth. However, these advantages cannot be realized immediately if conflicts are ignored or handled carelessly or even more inappropriately. So the conflict becomes disruptive or even destructive. The potential negative effects of conflict are: decreased productivity, crisis of trust, decreased confidentiality and information flow, moral problems arise, a lot of time consumption, and paralysis of decision making. conflict and take advantage of conflict to improve the performance and productivity of higher education organizations. Wahab cites Hendricks' description that conflict management is what leaders do in assessing or calculating conflict. While Tosi in Wahab argues that conflict management in organizations is the responsibility of the leadership (manager) both line level managers (supervisors), middle managers (middle managers), and top managers, it is necessary to take an active role to direct conflict situations so that productive. The goal of conflict management is to achieve optimal performance by keeping conflicts functional and minimizing the consequences of adverse conflicts. Furthermore, conflict is useful in achieving the goals being fought for and maintaining good relations between the parties involved in the conflict. Given that failure to manage conflict can hinder the achievement of organizational goals, the choice of conflict control techniques is a concern for organizational leaders.

Some experts suggest several steps that can be used in managing conflict control. However, these measures are used in certain conditions, not all conflicts that occur within the organization. This is because the technique or steps are only close. Owens stated that choosing an appropriate conflict resolution depends on the factors causing it, and the proper application of conflict management can increase creativity and productivity for the parties experiencing it. Handoko in Wahab generally formulates ways to deal with conflict, namely: (1) conflict stimulation, (2) conflict reduction or suppression, (3) conflict resolution. Stimulation of conflict is needed when work units experience a decline in productivity or there are groups that have not met the work standards set. The methods are:
  1. Include members who have attitudes, behaviors and views that are different from the prevailing norms.

2. To restructure the organization, especially the rotation of positions and the division of new tasks.
3. Convey information that is contrary to the habits experienced.
4. Improving competitiveness by offering incentives, promotions or other awards.
5. Choose a new, more democratic leader. Actions to reduce conflict are carried out if the level of conflict is high and leads to destructive actions accompanied by a decrease in work productivity in each unit/section.

The method of reducing conflict by substituting goals that can be accepted by conflicting groups, posing new challenges to both parties to be faced together, and providing tasks that must be done so that an attitude of friendship arises between group members. Conflict resolution is an action taken by organizational leaders in dealing with conflicting parties. According to Winardi, the most widely used conflict resolution methods are domination, compromise, and integrative problem solving. Each organizational leader will have a different attitude in responding to or responding to a conflict. Maddux lists five basic approaches to conflict resolution. The five approaches can be used by the chancellor as a strategy to resolve conflicts in universities; namely: avoidance, accommodation, win/lose, compromise, and collaborative problem solving;

1. Avoid. It is a reaction carried out by one person or both parties in an effort not to get involved with problems that can cause differences or contradictions. The tendency to avoid conflict can also be based on a view that conflict can be detrimental and considered disrespectful, if the conflict issue is not important and the negative impacts outweigh the benefits.
2. Accommodation. Leaders or one person succumb to various wishes / desires of others. Accommodation can mean maintaining a relationship with the other party, or an attitude of approval, non-aggression, cooperation, even at the expense of personal desires.
3. Win/Lose. Confrontational, demanding, and aggressive. This strategy can also be referred to as competition or competition, which is a form of struggle when two parties compete to compete to achieve a common goal. If a competition is not accompanied by clear rules, it is easy for the competition to develop into an uncontrollable dispute and the strong tend to win.
4. Compromise. It is a reaction to conflict by finding a middle ground that is acceptable to the parties involved. Prioritizing the achievement of the main goals of all parties and maintaining good relations (aggressive but cooperative). So that in a compromise no party is harmed, then each party must understand and understand each other, so that both parties get what they want.
5. Collaboration (problem solving). or cooperation is a willingness to accept the needs of other parties. Collaboration is very useful when each party to the conflict has different goals and compromise cannot be made. Collaboration aims to get the wishes of each group, so that both parties win and no one is defeated. This can happen if the parties to the conflict

are willing to discuss the subject openly, so that mutually beneficial solutions can be found without harming either party.

Any organization in which there are many individuals may have experienced conflict. In organizational life, even though there has been a reliable and qualified leader who is able to lead his subordinates wisely, conflicts within the organization are unavoidable. Conflict is basically very easy to occur in situations that involve individuals in it.

Conflict is anything that makes a person distrustful, anxious and uncomfortable at work. Conflicts can occur between leaders and subordinates, it can be caused by differences of opinion, interests, job uncertainty, and job conflicts between the two parties which will result in low organizational performance which then has an impact on the development of the organization.

On this basis, conflict management experts recommend a contingency approach to managing conflict. The causes of conflicts and conflicts that occur must be monitored. If there are signs of too little conflict due to apathy or lack of creativity, then functional conflict needs to be stimulated through "Programmed Conflict", either using devil'sadvocacy or dialectic methods. The methods that are often used to deal with conflict are; the first by reducing conflict, the second by resolving conflicts. For the conflict reduction method, one of the most effective ways is to cool things down first.

E. Conclusion

Implicitly it cannot be generalized that conflict is something that is detrimental or beneficial. In order for conflict to improve the performance and productivity of an organization, the leadership of the organization is required to have the ability to manage conflict. There are several conflict control techniques in all situations, each of which has advantages and disadvantages. Conflicts need to be resolved in an appropriate and appropriate way against the background of the conflict. The causes of conflict are not solely internal to the organization but also external to the organization. The Chancellor as an administrator (school manager) and educational leader (educational leader) should be able to consider various existing conflict management strategies. One thing that is recommended is to start from a passive attitude to an active orientation, and it really depends on the maturity level of the parties experiencing the conflict. An understanding of how to change the attitudes and behavior of the people being led as well as matters relating to power or authority is needed to better master conflict management. Another thing to consider in using a conflict management strategy is the source of the cause. In principle, the Chancellor must have the power and authority as an educational leader. He must be able to utilize the strengths that exist in him and be able to utilize the authority that is in him to direct the attitudes and behavior of subordinates. The leader's ability to place power and authority in reasonable proportions will help resolve conflicts as expected. This creates an atmosphere that directs conflict into something that is beneficial for the organization.

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