

LEADERSHIP AND MANAGEMENT DEEP CONFLICT ORGANIZATION

Eko Prabowo, Cecep Castrawijaya

Sarif Hidayatullah State Islamic University Jakarta
ekoprabowo1456@gmail.com, Cecep.castrawijaya@uinjkt.ac.id

Abstract

Conflict management is a different matter. Conflicts can occur in leadership or organizations that usually occur, namely differences of opinion or orientation between individuals or groups. All conflict problems can be resolved in various ways and methods. In one leadership, it is likely that there will be many conflicts or misunderstandings that will lead to hostility. In the organization, there are also many conflicts between different opinions of an organization leader and members. This is common in leadership and organization as well as in management. When a conflict arises within an organization, the cause is always identified as poor communication. Likewise, when a bad decision is made, ineffective communication is always the scapegoat. Conflict is not always detrimental but can also be beneficial in the long run. Conflict can change behavior and can make the conflicting parties aware of their mistakes. Awareness of this error will be able to increase productivity.

Kata Kunci: leadership, management, conflict, organization.

INTRODUCTION

Humans are creatures created by Allah SWT human life has a strong urge to live together, in groups, and state. Humans mostly live in groups and help each other and group another. So from human life is created the urge to work together in life or in groups. In the group formed an organization that has several stages and needs each other in the process to achieve a goal. In organizations there are often differences in mutual incompatibility that lead to debate and conflict. Conflict can cause confusion in an organization, if the conflict is allowed to appear to resolve the conflict it will cause a negative. Even if not all conflicts are dangerous and unpleasant, if handled properly, there is a good chance that it will benefit the organization.

If handled properly, conflict can actually have positive (functional) potential to increase productivity. However, conflict is usually seen as something negative (functional) that can cause disruption and decrease productivity. The scope of discussion of conflict management covers a wide range of aspects because it is related to the study of other social sciences. Therefore, the relationship of conflict management with other social sciences is not only in the context of rationality and empiricity, but also in terms of content, substance, relevance, and implications of conflict problems that occur, both at the personal, interpersonal, and institutional levels.

In management or an organization certainly does not escape from a conflict that haunts an organization. From a difference and different points of view, conflicts can also arise from oneself, the amount of selfishness that wants to win alone which results in conflicts with individuals or groups.

A CEO who wants to advance the company must understand that aspects cause conflict, including interpersonal conflicts, internal conflicts, group conflicts, and conflicts between groups and conflicts within individuals. Conflict is also a necessity in human life. In conflict can also cause division. There is no conflict, people must live peacefully and peacefully, but every human being who lives has problems and in these problems there can be differences of opinion and so on. Intergroup and group conflicts. Knowing the factors will make it easier. The tasks at hand and the tensions that arise encourage constructive development. For this reason, the Quran as the source of the highest value in Islam is very worthy of being used as a reference to make several breakthroughs in conflict resolution for the creation of peace. Isn't the Qur'an itself a shifa' (antidote, remedy and solution) for some societal problems, including religious conflict and violence?

METHOD

This research uses qualitative methods with a library research approach. Through this method, researchers can collect and analyze relevant secondary data from a variety of available sources, such as journal articles, books and official government documents. The data collection process begins with the identification of sources that are relevant and related to the research topic. Next, researchers conducted an analysis of the data collected. Analysis is carried out by identifying patterns, trends, and changes in related material.

RESULTS AND DISCUSSION

The conflict for the realization of peace between mankind according to prospective Islam is First; Mediation Efforts (tahkim). One of the efforts to resolve conflicts to create peace is mediation, which is a dispute resolution process between the two parties by bringing in a mediator or peacemaker. In this regard the Qur'an states in Sura an-Nisa verse 35:

وَإِنْ خِفْتُمْ شِقَاقَ بَيْنِهِمَا فَابْعَثُوا حَكَمًا مِّنْ أَهْلِهِ وَحَكَمَا مِّنْ أَهْلِهَا ۚ إِنَّ يُرِيدَا إِصْلَاحًا يُّوفِّقِي اللَّهُ بَيْنَهُمَا ۗ إِنَّ اللَّهَ كَانَ عَلِيمًا
خَيْرًا ۝ ٣٥

You (the guardians) are worried that there is a dispute between the two, send a peacemaker from the male family and a peacemaker from the female family. If both intend to do islah (peace), it is inevitable

Leadership and conflict management in organizations

Definition of leader

Understanding leadership is essential to understanding conflict resolution because it plays an important role in it. Conflict resolution methods depend on the type of leadership used. A conflict is a struggle for value or a status claim. And resources are scarce, where the goal of the parties to the conflict is not only to obtain the desired values but also neutralize, injure, or eliminate their rivals. As a leader must be able to resolve conflicts. The word "leadership" comes from the verb "lead", which describes the nature or act of influence. As the word of God. In surah al anbiya'73

وَجَعَلْنَاهُمْ أَيْمَةً يَهْتَدُونَ بِأَمْرِنَا وَأَوْحَيْنَا إِلَيْهِمْ فِعْلَ الْخَيْرَاتِ وَإِقَامَ الصَّلَاةِ وَإِيتَاءَ الزَّكَاةِ وَكَانُوا لَنَا عِبِيدِينَ ﴿٧٣﴾

We made them leaders who guided by Our command, and We revealed to them good deeds, established prayers, and paid the zakat, and only to Us they worshipped. (Al Ambiya 73) This verse describes an ideal type of ruler who will positively impact everyone's life, as happened to God's chosen human prophets. Because these preceding and after verses in context mention prophets who set a good example for men in leading them on a path that benefits them both materially and spiritually. It is no exaggeration to say that this verse is the basis for choosing leaders who will give good and blessings to the country whenever and wherever they are needed. Vincent Gaspersz defines leadership as the process of influencing to achieve goals. In addition, Terry defines leadership as the process of influencing others to achieve organizational goals. Thus, leadership is the nature or process of influencing others to achieve goals. Koontz defines leadership as the art of influencing others to do tasks voluntarily to achieve goals. According to Robbins, "leadership is the ability to influence a group toward the achievement of goals. According to Leithwood and Reihl, leadership has an impact on learning achievement. However, these effects do not occur simultaneously in organizational variants, especially learning organizations.

From some of the definitions above, it can be concluded that leadership is the ability to organize, influence, or direct others (two or more people) to realize the goals that have been set with maximum effort and contribution from each individual. The above understanding indicates that the elements of leadership include agents, objects, influences, and goals. The agents and objects of leadership consist of people involved in organizational processes. The element of influence means the effect or impact of one person on others, in the form of motivation, inspiration or direction. The element of purpose means that something will be achieved through the leadership process. So leadership and management is a science to regulate or influence a person or group to achieve goals.

Understanding Management

Management etymologically means leadership; regulatory process; ensure the smooth running of work in achieving goals with the smallest sacrifice In other words, management briefly means management. Management can be interpreted as a process consisting of planning, organizing, mobilizing, and supervising to achieve predetermined goals Management in the verse of the Qur'an has two meanings, namely At-Tadbir (arrangement) and Ar-Rabhu (ruler).

As Allah says in surah as, prayer mat verse 5

يُدَبِّرُ الْأُمْرَ مِنَ السَّمَاءِ إِلَى الْأَرْضِ ثُمَّ يَعْرُجُ إِلَيْهِ فِي يَوْمٍ كَانَ مِقْدَارُهُ أَلْفَ سَنَةٍ مِّمَّا تَعُدُّونَ ۝

He governs all affairs from heaven to earth, then ascends to Him on a day whose degree (duration) is a thousand years according to your reckoning. (As prayer mat 5). According to the above verse, Allah swt. has arranged all the human charities in this world. Where all the affairs in the heavens and the earth are the will of Allah swt.

According to Mary Parker Vollett, management is the art of getting work done through others. However, more than that, management has an understanding as the process of planning, organizing, directing and supervising the business of members of the organization and the use of other organizational resources From the information above, management as a planning process in organizing to achieve goals.

Conflict in organizations

The style of conflict resolution in organizations relates to the leadership style of a person who uses the same strategies when involved in interpersonal conflicts.

Various circumstances that benefit an organization in dealing with conflict are when:

1. Level of interpersonal conflict, the degree to which individual members of the organization perceive a mismatch of goals.
2. Conflict can also be present in the form of conflict between groups and conflict between organizations.
3. Intergroup conflict considers the collection of people in an organization (e.g., work team, department) as parties involved in the conflict.
4. Intergroup conflict can be complicated when members of one group have different views about the conflict.
5. Working groups of one organization in different countries may have very different ideas about work values and procedures.

Conflict is something that is common in any organization because the individuals who are in it have different opinions among themselves, there are people who cannot accept the different opinions of others. At first, conflict was thought of as something that could destroy a manager's authority, but studies in the 1970s showed that conflict can have both positive sides as well as negative sides. A conflict is a struggle for value or a status claim. And resources are scarce, where the goal of the parties to the conflict is not only to obtain the desired values but also neutralize, injure, or eliminate their rivals. Leadership and conflict management includes a process-oriented approach that leads to forms of communication (including behavior) from actors and outsiders and how they affect interests and interpretations. In leadership and organizational management, there are always conflicts, both misunderstandings between individuals or groups, and all conflicts have negative and positive sides. Conflict is a discrepancy, dispute, conflict, or the existence of opposing positions between one party and another, both between individuals and between groups.

In another sense, conflict is the existence of opposition or conflict of opinion between people, groups or organizations. Conflict comes from the Latin verb *configere* which means to hit each other. Sociologically, conflict is defined as a social process between two or more people in which one party tries to get rid of the other party by destroying it or making it helpless. In social life, social problems will always exist. Problems usually arise due to differences of opinion or views on something. Conflict is a social problem that is generally triggered due to offense, gab, lack of mutual understanding, misunderstanding and tolerance of the needs of each individual.

Conflict is a condition in which there are parties to the problem then do not reach the same agreement and goals. As a result, between parties interfering in their respective affairs. From the explanation of these experts, it can be seen that basically conflict is a problem or situation that is interfered with many interests and requires concrete solutions to equalize views and perceptions so as not to arise more severe problems.

Conflict arises when there is a misunderstanding in a social situation about a particular subject matter and there are emotional antagonisms. Substantive conflicts include

discrepancies about such matters as the purpose of resource application, distribution of rewards, wisdom, procedures and assertion of work. To find out the existence of conflict, it can actually be known from existing relationships, because abnormal relationships are generally a symptom of conflict. For example, tension in relationships, rigidity in relationships, mutual slander-slander. If the leader knows of these symptoms, it is indeed a conflict. Not all conflicts have known symptoms, so to be able to find out conflicts as early as possible, leaders must act actively, proactively. After all, conflict is something that takes thought, time, energy, etc. to resolve.

CONFLICT MANAGEMENT PROCESS

The conflict management process includes the process of diagnosis, intervention, and evaluation (feedback). The determination of the diagnosis is the basis for the success of an intervention in the conflict management process. In the diagnosis process that needs to be done is the collection of data, including identifying conflict boundaries, the magnitude of conflict, sources of conflict, then reviewing existing resources whether they are obstacles or can be optimized to help resolve conflicts

FACTORS AFFECTING THE CONFLICT MANAGEMENT PROCESS

- a. Personal factors
- b. Relational factor
- c. Cultural factors

After the identification process (measurement), then the analysis process is carried out on the data that has been collected. It aims to determine the conflict resolution strategy to be taken based on the magnitude of the conflict and the conflict management style to be used (integrating, obliging, dominating, avoiding, and compromising). The next process is intervention. There are various conflict intervention strategies, including negotiation, facilitation, conciliation, mediation, arbitration, litigation, and force. Intervention is determined based on two things, namely process and structural. The process in question is that the intervention carried out must be able to improve the situation in an organization, such as intervention able to facilitate the active involvement of individuals in conflict, and also the use of conflict resolution styles is expected to be as natural as possible with the aim of increasing the learning process and understanding of individuals or organizations in resolving current or future conflicts.

A leader who is said to be able to apply conflict management (a competent leader) is a leader who is able to understand the dynamics of a conflict. Diversity or diversity of parties involved in a conflict also needs to be identified because it is a potential source of conflict, including culture, gender, position (position), and age. Leadership style greatly influences the taking of problem solving strategies or conflicts, such as democratic leadership styles tend to choose integrating strategies (problem solving), obliging, and compromising which emphasize more on common interests, autocratic leadership styles tend to choose dominating (forcing), while laissez faire leadership styles tend to choose avoiding strategies.

The influence of leadership in conflict problem solving can also be seen in the "CAPI" (Coalescing Authority, Power, and Influence) Model formulated by Shetach. By applying the CAPI model in group management, leaders are expected to be able to use their power, authority, and influence in deciding conflict resolution strategies.

CONFLICT RESOLUTION

If the situation of mutual understanding and the situation of assessment of differences between members of the organization worsens so that consensus is difficult to reach, then conflict is inevitable. Leaders can take alternative actions as outlined below, but depending on the situation and conditions.

How to resolve conflicts

- a. Use of power – exercise opinion by stating who agrees with the leader and who should not resign.
- b. Confrontation – where a settlement by agreement of all parties cannot be reached, and it is left so that the parties rethink and reflect on each other's opinions.
- c. Compromise in which one party sacrifices something to satisfy the other; Of course, no one is happy about this, but what can be done because things drag on and the organization becomes "dead". This will actually harm all parties because members sabotage each other's operational activities.
- d. Smoothing this situation continues to maintain the "status quo", but the leadership informally tries to resolve issues of a trivial nature
- e. Resignation in this case the leadership "escapes" from the situation and does not seek to resolve it at all; God gave taufik to both. Indeed, Allah is All-Knowing, All-Knowing.

Second Deliberation (Shura)

Deliberation is an effort to solve a problem, in order to make a joint decision in solving or solving problems involving worldly affairs, including religious conflicts and violence. The Quran affirms the importance of deliberation, for example in Sura Ali Imran verse 158: **وَلَيْنُ مَنَّتُمْ** **أَوْ قُتِلْتُمْ لِرَأَى اللَّهِ تُحْشَرُونَ ١٥٨**

Indeed, if you die or fall, surely to Allah you are gathered. If we draw in the context of conflict resolution, the verse provides instructions for religious leaders to deliberate in deciding the best decision to find the best solution to the conflict that is occurring. Because by deliberation, it is hoped that it will gain a more favorable view that leads to the common good.

Third; Forgive and reconcile each other (ishlah). Forgiving conflict parties will tend to maintain their respective sectoral egos. Both will feel most right and will defend their respective views. It is even more concerned with religious beliefs of an ideological-dogmatic nature. Though it is very likely that it was done solely for self-defense or the group. For this reason, in order to avoid acts of revenge, hatred and prolonged hostility is by forgiving each other. The Quran affirms how forgiving each other is an indicator of one's kindness and piety. (Q.S. al-Baqarah: 237).

وَإِنْ طَلَّقْتُمُوهُنَّ مِنْ قَبْلِ أَنْ تَمْسُوهُنَّ وَقَدْ فَرَضْتُمْ لَهُنَّ فَرِيضَةً فَنِصْفُ مَا فَرَضْتُمْ إِلَّا أَنْ يَعْفُونَ أَوْ يَعْفُوا الَّذِي بِيَدِهِ عَقْدَةُ النِّكَاحِ وَأَنْ تَعْفُوا أَقْرَبُ لِلتَّقْوَىٰ وَلَا تَنْسُوا الْفَضْلَ بَيْنَكُمْ إِنَّ اللَّهَ بِمَا تَعْمَلُونَ بَصِيرٌ ٢٣٧

If you divorce them before you touch (interfere), even though you have determined the dowry, then (pay) half of what you have determined, unless they or the party with the authority of marriage (husband or guardian) releases it. Your deliverance is closer to piety. Do not forget the goodness among you. Indeed, Allah is All-Seeing what you do.

Fourth; Guarantee of Freedom (al-Hurriyah). In the view of the Quran, freedom is highly upheld, including in determining religious preferences for example in the letter al-Baqarah ayat 256 Allah berfirman بِاللَّهِ يُؤْمِنُ وَالطَّاعُونَ وَيُؤْمِنُ بِاللَّهِ وَاللَّهُ سَمِيعٌ عَلِيمٌ ٢٥٦ لَا إِكْرَاهَ فِي الدِّينِ قَدْ تَبَيَّنَ الرُّشْدُ مِنَ الْغَيِّ، فَمَنْ يَكْفُرْ بِالطَّاغُوتِ وَيُؤْمِنْ بِاللَّهِ وَاللَّهُ سَمِيعٌ عَلِيمٌ ٢٥٦

There is no compulsion in (professing) religion (Islam). Really, it has been clearly the right path from the wayward path. Who disbelieves in tagut⁷⁹) and believes in Allah has indeed Hold fast to a very strong rope that will never break. Allah is All-Hearing, All-Knowing.

The leader surrenders to the existing forces to later regain balance, because he does think that this is how the conflict process should go; It is thought that something new will cause turmoil and various opinions, but over time the new thing is accepted as a matter of course and the parties will naturally understand the situation.

The style of conflict resolution in organizations relates to the leadership style of a person who uses the same strategies when involved in interpersonal conflicts.

Various circumstances that benefit an organization in dealing with conflict are when:

- a. The structure can facilitate mutual action of members and groups;
- b. Its members are able to carry out an effective process of mutual action and mutual influence;
- c. One member trusts the ability of the other member, is loyal and others.

Implications of Conflict Resolution

In managing interpersonal conflict, Kenneth W. Thomas and Ralph H. Kilmann developed a conflict management style based on two dimensions, namely cooperativeness on the horizontal axis and assertiveness on the vertical axis. There are two things that play an important role in the success of conflict resolution, namely determining the magnitude of the conflict and the style of conflict handling. The magnitude of conflict is related to the number of individuals involved, whether the conflict leads to intrapersonal, interpersonal, intragroup, or intergroup.

Kreitner and Kinicki reveal five conflict handling styles

Five styles of dealing with conflict

a. Integrating (Problem Solving)

The integration process is concerned with problem-solving mechanisms with collaboration (problem solving), such as in determining the appropriate diagnosis and intervention in a problem. In this style the interested parties jointly identify the problem at hand, exchange information, then seek, consider and choose alternative solutions to the problem.

This style is suitable for solving complex issues caused by misunderstandings, but it is not suitable for solving problems that occur due to different value systems. The main drawback is that it takes a long time to solve the problem. Steps to achieve this solution include starting with a discussion, with a conducive time and place, respecting individual differences, being empathetic with all parties.

b. Obliging (Smoothing)

Someone who is obliging is more focused on trying to satisfy the other party than yourself. This style is often called accommodating, because it seeks to reduce differences and emphasizes equality or togetherness among the parties involved. The strength of this strategy

lies in encouraging cooperation. The weakness is that the solution is temporary and does not touch the main problem to be solved

C. Dominating (Forcing)

High self-orientation, and low concern for the interests of others, encourage one to use "I win, you lose" tactics. This style is often called competitive (forcing) because it uses formal legality in solving problems. This style is suitable if unpopular methods are to be applied in problem solving, the problem being solved is not very important, and must make decisions in a fast time.

d. Avoiding

Avoidance techniques are suitable for solving simple problems, or if the costs of confrontation far outweigh the benefits. This style is not suitable for solving difficult or "bad" problems. This technique is not appropriate for conflicts involving important issues, and there is a demand for responsibility to solve the problem completely (Rahim, 2002). The power of avoidance strategies is if we encounter ambiguous situations. As for the drawbacks, solving the problem is only temporary and does not solve the subject matter

e. Compromising

This style places a person in a moderate position, which balances one's own interests and those of others. This is a take and give approach from the parties involved. Compromise is suitable for dealing with issues involving parties who have different goals but have similar powers. The main strength of compromise is that it is democratic and neither side feels defeated. But conflict resolution is sometimes temporary and prevents creativity from appearing in problem solving. Based on research conducted by Hendel stated that this style is the style most chosen by nurses in resolving conflicts that occur.

CONCLUSION

Leadership and conflict management includes a process-oriented approach that leads to forms of communication (including behavior) from actors and outsiders and how they affect interests and interpretations. Conflict anywhere can occur and conflict can occur individually or in groups. In the case of conflict there are several ways to resolve it, namely by using power, confrontation, compromise, smoothing the situation, resigning.

From the results of the discussion it can be concluded that all conflicts can be resolved in different ways as Islamic protective teaches First, mediation (tahkim), namely by resolving conflicts to create peace; Second; Deliberation (shura). Deliberation is an attempt to solve a problem, Third; Forgive and reconcile each other (ishlah). Forgiving the parties to the conflict will tend to maintain each other's sectoral egos Fourth; Guarantee of Freedom (al-Hurriyah). In the view of the Qur'an, freedom is highly valued, in the resolution of this conflict is able to relate to existing conditions.

Conflicts in organizations that affect things that debut can come from oneself, can occur rationally and will occur because of cultural differences because as a deterrent in organizational conflicts, namely Salim understands differences and is always aware of one's own mistakes. And there are several styles of conflict resolution, namely identifying the problem at hand, exchanging information, then searching, considering and choosing alternative solutions to solve the problem. then focusing on efforts to satisfy the other party rather than oneself. next High self-orientation, and low concern for the interests of others,

Avoidance techniques (avoiding) are suitable for solving simple problems. place A person in a moderate position, who balances his own interests and those of others.

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