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Conflict Management and Conflict Resolution of the Organization of State Vocational Schools 1 Depok, West Java, Indonesia

Abstract— Conflict can hinder the achievement of the desired goals if it occurs in an organization, therefore, the impact can be minimized by managing the conflict properly. The objective of the study is to describe conflicts in an organization, especially at the State Vocational School in Depok regarding what factors can cause conflicts, how to approach handling conflicts, and the organizational performance impact of conflicts. The research which is done used a literature study. The identification of the authenticity and quality of literature is carried out by researchers by searching and compiling a reference list with software such as Google Scholar, and Mendeley desktop (citation and reference manager). The study's findings revealed that (1) there are three possible interpretations of the conflict, namely positive, neutral, and negative meanings, and (2) both internal and external elements inside specific organizations can be sources of conflict. Internal impacts include things like personality differences, stress, and decreased productivity, whereas external influences include things like inadequate communication, a lack of resources, sexual harassment, etc., (3) and conflict resolution strategies call for leadership abilities. There are eight methods for resolving disputes: deliberation, third-party intrusion, confrontation, negotiation, compromise, mediation, conciliation and consultation, and resource allocation, and (4) conflict can interfere with a person's performance, but not all disputes are bad; if they are managed well, disagreements can even be beneficial..

Keywords— Conflict, management, management conflict, reference searches, state vocational schools

I. INTRODUCTION

A conflict which is a fundamental social process [1] is a thing that occurs in organizations naturally and unavoidably [2], [3]. Conflict is a part of men's and organizations' daily lives that cannot be separated. [4], [5]. Conflicts between individuals or groups in the organization can occur due to differences in the structure of society [6] such as disparities in the group's skill and membership, as well as objectives among the participants the occurrence of multiple roles or ambiguities in responsibilities, or it may be due to differences in the system of giving gifts or wages given [3]. Conflicts in an organization are inevitable, but they can be minimized [7], [8]. Organizational conflicts can occur between individuals and individuals, leadership individuals and individual members of the organization, individuals with groups, or between certain groups and other groups [9].

The management of conflict can also be a sign of an effective company. It is because the output is comprehensive, taking into account every area of the financial, human, work-related, and environmental performance [10], [11]. Conflict is a process of interaction that arises from differences in

viewpoints or discrepancies, whether it occurs within an organization or as a result of degrees of specialty granted, clarity of jurisdiction, compatibility between the goals of the members of the organization with the objectives of the organization, leadership style, and compensatory system which affects the parties involved, both positive and negative [12]. In the process of interaction between one subsystem and another, there is not always compatibility or compatibility between the individuals executing. Individual differences or other differences frequently lead to conflicts. Handling dependent individuals and groups must establish a mutually supportive working relationship in order to achieve organizational goals. [13], [14].

Conflict resolution will not be separated from the leader's role; properly managed and controlled conflicts can lead to organizational benefits as a whole. [15]. Conflicts that are not handled properly and escalate openly, on the other hand, can harm the organization's interests. [16]. As a result, managers or leaders in the organization must be able to effectively manage conflicts within the organization so that organizational goals can be met without obstacles that create conflicts. One of the skills that a leader or manager should possess is the ability to manage a conflict. [17]

Conflict is an inextricable part of human life; it is a part of a person's socio-culture and professionalism. [18], [6]. Conflicts are normal and often occur in institutions such as educational institutions [19]. Conflicts in the world of education are common and have a significant impact on the educational institution itself as well as the members of the organization or workers in the institution, but many conflicts exist, and some of them have a positive impact, so not all conflicts that occur in an institution are negative, because if there is a conflict in an agency or institution, the institution can correct itself and become better than those mistakes. [20]. Conflict will arise due to triggers, including the emergence of distrust between individuals and other individuals, and also due to poor communication that results in anger from the other person [21]. According to [22] Poor communication, different values, differing interests, scarce resources, personality clashes, and poor performance are the primary causes of conflict. Conflicts in an organization can impede the achievement of desired goals [17]. The conflicts also occurred in Vocational High Schools, especially in State Vocational High School 1 Depok, West Java, Indonesia. These conflicts must be handled and managed properly in order to benefit the organization and reduce their impact. As a result, a study is required to describe conflict within an organization, what factors cause conflict, conflict resolution approaches, and the impact of conflict on organizational performance. so that

conflicts in State Vocational High School 1 Depok can be handled by the principal and can be identified and handled properly and correctly so as to lead to the improvement of the school's organizational performance.

II. METHODS

2.1. Research Design

The literature study method was used in this study. [23] said that literature studies can be derived from a wide range of sources, including newspapers, magazines, the Internet, and journals., conference papers, certain official government or technical reports, theses or dissertations, biographies, indexes or data sets, dictionaries, encyclopedias, Wikipedia, bibliographies, directories, guidebooks or manuals, indexing or abstracting sources, and books. The literature study studies a variety of reference books and articles based on previous research findings from national and international journals relevant to the topic of discussion [24]. Then the pieces of literature serve as references and data and information sources. This information and data support the author's ideas, which serve as the foundation for writing articles [25] of conflict management in organizations.

2.2. Data gathering

Data is gathered by first reading and reviewing the literature from the summary section of the literature source. Researchers' steps in conducting an extensive literature review are as follows: (1) starting with collecting primary literature sources, namely research results from the most recent international and national journal articles, followed by other literature sources, (2) reading abstracts or summaries, to quickly and accurately determine the relevance of sources to research topics, the information obtained in this way is faster and more in line with the topic of discussion, (3) understanding research findings and main ideas of literature, continued with the sections, (4) make notes directly on the note card to aid in the preparation of sub-sub topics of discussion. [17], and (5) write complete library source data or references for each source obtained (6) recreate new sentences or phrases to avoid plagiarism activities (7) and the last is the communication phase, which is deciding how to convey information, analysis, and conclusions and their implications [26]. Researchers using Google Scholar software and Mendeley desktop "citation and reference manager" to conduct reference searches, determine the authenticity or quality of literature, and compile reference lists[27].

III. RESULTS AND DISCUSSIONS

3.1. Organization conflict

Conflict is always closely related to behavior between people living in social or organizational context space; it is because of differences in employees' personalities and values [28]. There will usually be conflicts between individuals or between groups in an organizational environment [29], [22]. Conflicts usually occur between individuals in the educational environment, or also occur between educational institutions for example, in the scope of education [30]. Conflict in school organizations can essentially be defined as antagonistic psychological relationships, hostile emotional attitudes, disparities in value structures, antagonistic interactions, clear, subtle,

controlled, hidden, indirect resistance to open resistance [31].

Conflict is also defined as a state in which there is a disagreement about the intent of needs, ideas, beliefs, values, or goals. [32], [33]. According to [9], Organizational conflicts occur when one group's goal-oriented behavior clashes with or is threatened by the goals of another group. Conflict is defined as any type of conflict or antagonistic interaction between two or more parties. [17]. Generally speaking [34] argues that Conflict is closely related to a motive, goal, desire, or expectation shared by two individuals or groups that cannot be fulfilled concurrently. Such disagreements may exist in reality or in perception [28] and it can take the form of disapproval of the goals set or of the methods used to achieve the goals. Conflict is a term that refers to a variety of interests or disagreements, such as disputes, conflicts of interest, and competing interests, or simply issues. [35]. Furthermore [36] more specifically describes conflict in schools caused by administrative processes and procedures, as well as unavoidable interpersonal relationships. Schools are organizations with a diverse range of stakeholders, including teachers, principals, support staff, students, and parents. School is also a social organization where humans interact intensely.

Conflict is a unique reality that is an inseparable part that is realized and always accompanies all aspects of human life the word conflict contains many meanings, there is a negative, and a positive sense [33] as well as a neutral understanding [37]. In a positive sense, conflict is associated with working hard, being happy, productive, creative, reflective, dynamic, fresh, cooperative, coordinative, sharing, respective, challenging, rational, growing, and developing. In a negative sense, conflict is associated with work sabotage (violence, barbarism, destruction), reduced work intensity, overload, lack of cooperation, uncommitted, unmotivated, and unproductive, irrationalism, uncontrollable emotions, riots, war strikes, and so on [38]. In a neutral sense, conflict is defined as the natural result of the diversity of individual human beings with different traits, interests, and goals in life [17]. From some of the understandings above, it can be concluded that conflict is the result of insecurity and incompatibility between individuals and groups in terms of fulfilling the resulting goals.

A conflict can take the form of destructive or constructive [39], [8], [36]. Destructive conflicts cause harm to the people or organizations involved [33]. Such conflicts are common when two members of an organization are unable to work together due to a mutual annihilation (a destructive emotional conflict) or when members of a committee are unable to act due to a lack of understanding of the group's goals (a substantive destructive conflict) [40]. Conflict can be constructive if conflict management is a priority in a work environment. Conflict management in an organization can create a very good and conducive work environment that is free from violence, hatred, and disrespect and avoids financial, psychological, or physical harm to employees and employers [41]. Constructive conflict or functional conflict has a positive effect on dealing with a problem so that it becomes better which supports the achievement of group goals and improves group performance [8].

It stated that conflict occurs for two reasons: (1) internal conflict, which is a conflict that occurs within oneself, such as

one's own beliefs and principles; and (2) external conflict, which occurs between individuals with other individuals or with the surrounding environment [42]. Furthermore, [43] explain that an internal conflict happens within the organizational people and an external one takes place with the people or group outside the company [6, 40]. It explains that conflict generally occurs because of differences in values, goals, status, and so on. The reason behind the conflict is due to lack of freedom, lack of resources, and lack of position. It can be seen when the individual or group shows a hostile attitude towards other individuals or groups that affect performance in carrying out activities.

From the various descriptions of conflict above, it can be synthesized that conflict is a disagreement or conflict that occurs in a group or organization when a person's behavior is hampered by the behavior of others, with indicators: (1) conflict between individuals, (2) disputes in achieving goals, (3) contradicting norms and values, (4) mutually negating behavior, (5) conflict due to creativity or new ideas in achieving goals.

3.2. Sources of conflict

Conflict arises because of the conditions that underlie them (previous conditions). This condition, is also known as the source of conflict [44]. According to [45] conflicts can increase if an individual works selfishly, or if there is a conflict with one another. [44] said that There are three types of conditions known as sources of conflict, namely: (1) Communication, (2) Structure, and (3) Personal Variables.

1. Communication, Poor communication is a type of communication that leads to misunderstandings among the parties involved and lead to conflict. The research findings indicate that semantic difficulties, insufficient information exchange, and communication channel disruption are communication barriers and preconditions for conflict formation.
2. Structure, understanding the structure in the context used here consists of size (group), level of specialization given to group members, clarity of jurisdiction (work area), congruence between member goals and group goals, leadership style, rewards, system, and the degree of interdependence between groups. Unequal task dependence, power differences, role conflict, and workflow patterns can all be structural sources of conflict. [46]. According to research, group size and degree of specialization are factors that contribute to conflict. The larger the group and the more specialized the activity, the more likely there will be conflict.
3. Personal Variables, personal factors, which include each individual's value system and personality characteristics that cause individuals to be unique (idiosyncratic) and different from others, are another potential source of conflict. The facts show that certain personality types, such as individuals who are highly authoritarian, dogmatic, and lack respect for others, are potential sources of conflict.

Furthermore, [47] said several factors may cause conflicts in an organization, namely: (1) poor communication, (2) personality differences, (3) unequal distribution of resources, (4) stress, (5) sexual harassment, (6) the implications of job conflict on productivity and organizational survival (7) members leave the organization, (8) decrease in productivity.

1. Poor communication becomes one of the most serious

problems in an organization. Poor communication can be due to differences in language, different understandings, and failures in conveying something. Communication is not only an activity to convey information but also about friendship, building awareness and understanding, negotiations, and agreements to support school programs [48].

2. Differences in personality in an organization are common and cannot be avoided, because members of an organization come from different backgrounds and experiences which ultimately shape their personality, if the members of the organization cannot understand each other and respect these differences, conflicts or problems will arise. Therefore, it is always necessary to find a way to resolve any conflicts that arise, because unresolved conflicts can pose a threat to the organization with disputes, fights, protests, loss of resources, and even ideological differences [49].
3. Unequal distribution of resources in an organization will lead to conflict. Inequality will trigger social conflict. Conflict resolution can be done by using the principle of sharing. This means that an organization must have an administrative policy to distribute existing resources evenly and sustainably so that there is no conflict [50]. [51] It also states that organizations may need to be aware of other sources of differential treatment that cause ethical issues.
4. Stress is generated by the interaction between the individual and the external environment. Stress is a condition of a person who feels excessive mental or emotional stress, which is generally characterized by anxiety, tension, and frustration [52]. [53] It said that stress affects people from all walks of life regardless of age, gender, civil status, political affiliation, religious beliefs, economic status, and profession. Stress will affect the way a person's body thinks, behaves, and how a person's body will work. Sleep problems, loss of appetite, sweating, and a lack of concentration at work are all signs of stress. This will lead to disagreements among the organization's members and leaders.
5. It stated that sexual harassment is a problem for someone because of the discomfort associated with sexual problems as a result of repeated harassment by someone, whether it is conversation or behavior that damages the person's dignity because it is demeaning or humiliating, or creates a situation that is intimidating, hostile, or offensive to that person [54]. According to [47] sexual harassment will be a conflict between personnel in the organization if no code of ethics regulates it.
6. Job conflict's effects on productivity and organizational survival When someone attempts to meet the pressure needs in their life, they will work whatever is required by an organization. Work conflict's effects on productivity and organizational survival are, among others, marked by the emergence of work disruptions, decreased productivity, project failures, absenteeism, turnover, and termination of employment [43]. The above conditions can result in conflicts between employees and their superiors.
7. Members leave the organization; too much conflict in an organization makes someone uncomfortable, and they leave. It said that organizational members will leave the

organization because of unfavorable organizational conditions such as putting a lot of pressure on employees [43]. This condition can lead to conflicts in the workplace. An employee cannot work with good productivity under a lot of pressure and surely if he works under such circumstances it will lead to conflict.

8. Reduced productivity, someone who is not focused on doing work will have a lower productivity, causing a conflict between members and leaders. [55].

Some scientists explain the things that trigger conflicts, and others, are:

1. Conflicting differences in culture, personality, values, beliefs, attitudes, needs, tastes, goals, interests, and power are listed as factors that cause conflict [56].
2. It said that there are many potential causes of conflict in the school, such as difference in perceptions, limited resources, overlapping authority, poor communication network, task inter-dependence, role conflict, and Inequitable treatment [57].
3. Conflict arises in people's ideas, values, beliefs, ambiguous rules, opposing goals, claims, beliefs, values, hes, actions, and feelings diverge. [10].
4. Individual differences, unclear authority structures, differences in attitudes, and task symmetries; and differences in time horizons can all lead to conflict [20]
5. Task interdependence, goal incompatibility, bureaucratic elements, communication problems, differences in performance standards, and differentiation are the factors that cause conflicts. [58]
6. Enshrines the fact that conflict can be either personal or organizational, and that it is caused by differences in culture, ideas, aspirations, behaviors, and goals [36].
7. Conflicts are defined as events that occur as a result of problems between individuals or groups within an organization as a result of working together, manifested by the disruption or interruption of normal activities due to differences in opinions, values, and feelings between individuals, or organizations [59]

Based on the foregoing, it is possible to conclude that there are six most prominent factors causing conflict, among others, incompatible goals, value differences, reliance, limited resources, ambiguous rules, and miscommunication. These six factors necessitate good management in order to avoid interfering with the achievement of organizational goals.

1. Incompatible goals; members of an institution may disagree with the goals established by the organization. It occurred because the organization's goals may be interfering with inconsistent with one's plans.. According to [58] goal incompatibility is regarded as one of the most significant sources of conflict within organizations..
2. Differences in values; differences in values can occur because members in an institution can differ from organizations, departments, and various parties in terms of values that are the source of conflict. When everyone agrees on a goal, people may disagree on how to get the goal. [33] confirms that the conflict within the individual is usually related to value, where there is no conformity between his role and his values and beliefs
3. Dependence; the existence of interdependence in completing work can trigger conflict if members of a

team rely on each other to complete a job. Because there are mistakes made by one team, it will have an impact on the other party. It stated that different units in all organizations rely on each other, and work must be coordinated between the various units and functions. [58]. The greater the interdependence or interactions between departments, the greater the likelihood or possibility of conflict.

4. When resources are limited, people or units/departments can fight over them, causing conflicts, so good management is required. According to the report, the main source of conflict in an organization is usually competition for limited and scarce resources among members of groups, departments, divisions, and subunits [58].
5. Ambiguous rules; any position in an organization or school may already have a job description that reflects that position's role. However, in practice, it can be ambiguous or float, resulting in practical errors. This circumstance will result in conflict. It explained that conflict is likely when two or more teachers or departments claim authority over the same activities or tasks [57].
6. Communication problems; conflicts can be triggered and arise due to errors in sending or receiving messages. It states that poor communication is a major cause of conflict in a business organization, which is the result of communication style differences or a failure to communicate effectively [47]. Furthermore [60] says that poor communication is the most frequent problem and becomes critical, both within the group and between the leader and the group. Poor communication often leads to mistakes and creates conflicts. Communication plays a significant role in conflict resolution and it's very important in conflict management [16]. Conflicts can only be resolved by communication. Therefore, interpersonal communication skills are one of the most important individual qualities of a leader [30].

Based on research conducted by [61] at SMK Imam Bonjol Bukittinggi, some of the results were revealed as follows: (1) several types of conflicts occur in schools, including personal conflicts, teacher-teacher conflicts, teacher-student conflicts, and teacher-principal conflicts. (2) Factors that influence the conflict are individual factors and environmental factors. (3) The strategies used in conflict management vary according to the most appropriate solution. (4) Conflict management supporting factors that support conflict management are effective communication, caring, one vision, mission and goals, one perception, commitment, having complete facilities and infrastructure, and caring for the Head. (5) Inhibiting factors in conflict management are age differences, perceptions, gaps, disobedience to rules, ineffective communication, not having one vision, mission, and goals, incomplete facilities, and apathy towards the environment.

Conflict within the organization can worsen organizational conditions, If the conflict is handled properly, it will benefit both groups and organizations [44]. (1) The first is a lack of participation in decision-making, which can aggravate the organization; [62] says that members will not benefit from the organization's ideas if they refuse to express their opinions about work. If there are any useful suggestions, they

can be taken into account and used to improve organizational performance; the second is operational; the third is the nature of supervision; and the fourth is student behavior problems; (2) the operational; (3) the nature of supervision; and (4) the fourth student's behavioral issues.

3.3. Factors causing conflict

The antecedent conditions that lead to conflict are frequently used to classify conflict. An appropriate way has been found to classify conflicts based on their sources for a proper understanding of their nature and implications. This classification [17] described in brief below. According to [63] consists (1) affective conflict, (2) substantive conflict, (3) conflict of interest, and (4) value conflict (5) goal incompatibility, (6) Conflict between realistic and non-realistic (8) retributive conflict, (9) misattributed conflict, (10) displace conflict.

1. Affective conflict; this conflict is defined as "a condition in which group members have interpersonal clashes characterized by anger, frustration, and other negative feelings". [64] said that affective conflict comes from interpersonal conditions and in this sense, affective conflict is a conflict that is detrimental because it will complicate decision-making, and it is difficult for the partnership to go according to the plan or target.

2. Substantive conflict; this type of conflict is defined as "disagreements between group members' ideas and opinions about the task at hand, such as disagreement about an organization's current strategic position or determining the correct data to include in a report.". The above understanding is by what is explained by [65] that Substantive conflict is associated with intellectual opposition among participants, which stems from the agenda's content..

3. Conflict of interest; Substantive conflict is associated with intellectual opposition among participants, which stems from the agenda's content. A conflict of interest occurs when an individual believes that what is best for him is not the same as what is best for another person or organization [66].

4. Conflict of values; this conflict arises when two social entities have opposing values or ideologies on specific issues. This is also known as ideological conflict..

5. Goal conflict; this conflict will occur if the circumstances or desired outcomes are not compatible with each other. Goal conflict is usually associated with negative effects such as reduced motivation and well-being [67].

6. Realistic versus non-realistic conflict; Realistic conflict is associated with disagreement that is "mostly rational or goal-oriented". This conflict provides a resolution even though the goals are different, the occurrence of frustration over special needs, and ideological differences, through this conflict participants' expectations [15] achieved. Nonrealistic conflict, on the other hand, "is an end in itself with little to do with a group or organizational goals". Conflict in this case is not aimed at specific outcomes and rarely achieves positive outcomes other than the release of tension. [46].

7. Institutionalized versus non-institutionalized conflict; the former is characterized by situations in which actors follow explicit rules and exhibit predictable behavior, and their relationship is stable, as in line-staff conflict or

labor-management negotiations. Where these three conditions do not exist, the majority of racial conflict is non-institutionalized.

8. Retributive conflict; this conflict is distinguished by a situation in which the opposing entities or factions believe that a protracted conflict is required to punish the opponent. In other words, each party's gains are determined in part by incurring costs on the other party.

9. Misattributed conflict; refers to the incorrect assignment of conflict causes (behaviors, parties, or issues). For example, an employee may incorrectly attribute to his or her supervisor a cut in the employee's department budget that was made by higher-level managers over the supervisor's objection.

10. Displace conflict; This type of conflict occurs when conflicting parties either direct their frustrations or hostilities at non-conflicting social entities or argue over minor, non-major issues.

3.4. Conflict handling approach

The conflict handling approach can be carried out through the approach of deliberation, third-party interference, confrontation, bargaining, and compromise [62].

1. Deliberations

Deliberation is a special way of communication that involves reciprocal and non-coercive reasoning between open-minded actors. It's conducted to find the best solution to the problem. Deliberation is considered capable of resolving conflicts because it can produce "mutual understanding" and "work agreements" and neither side loses [68]. The steps performed are as follows:

- (1) Identify the problem by gathering information from conflict parties or those with knowledge of the conflict.
- (2) Bring the two parties together in a leadership-led dialogue forum.,
- (3) The leader oversees the implementation of the outcomes of the deliberations.

2. Third-party interference

If the opposing parties refuse to negotiate or have reached an impasse, third-party intervention is required. It says that to prevent infighting between members that causes meta-organizational stagnation, an organizational architecture that resolves internal disputes through external enforcement is needed [69].

3. Confrontation

The confrontation is carried out by gathering the parties to the conflict and asking them directly for their opinions in the meeting/session, with the leader acting as a moderator. This method can be used to resolve a conflict rationally, and one must accept the other party's opinion and stance based on more rational and correct reasons.

4. Negotiation

Negotiation is the process of controlling conflict by exchanging agreements for the benefit of the two parties in conflict. The goal of the bargaining process is not to force the conflicting parties to give up something important to their group.

5. Compromise

The compromise approach is used to resolve conflicts by searching for a middle ground acceptable to both parties. To be able to carry out compromises, one party must be

willing to feel and understand the other party's situation. Neither party wins nor loses, with each offering flexibility or concessions. Both camps get what they want, but not completely, and neither camp loses completely. It said that collaboration is usually considered the best method of dealing with conflicts. This is known as the win-win strategy. There is no requirement for both parties to relinquish the rewarded position. Instead, both parties will be more open to each other in search of new and higher goals [70].

While he describes the solution to organizational conflict resolution as follows:

1. Mediation

The most common method of conflict resolution is mediation. It entails an impartial third party assisting two individuals or groups in reaching an agreement that is acceptable to all parties. Mediation can be effective if both parties have faith in the mediator.

2. Conciliation and consultation:

The solution to this conflict is more voluntary, or the willingness of the conflicting party, so it can be said to be less formal.

3. Increase resources:

Instead of making haphazard last-minute allocations, this conflict management plan anticipates the proper distribution of resources. [32].

According to this presentation, there are eight approaches to conflict resolution: deliberation, third-party intervention, confrontation, bargaining, compromise, mediation, conciliation and consultation, and resource improvement. All of these methods are effective when used under certain conditions and with the proper precautions. Good conflict management allows the organization to run smoothly. [71].

This is in line with the results of research conducted by [72] that one of the methods used in dealing with conflicts at SD 3 Sedayu Yogyakarta is the compromise method. The goal of a win-win solution with all parties is for all parties to accept the decision happily and for no party to feel disadvantaged. The principal resorted to a compromise method because it could bridge the gap between the two positions and make concessions to reach a compromise or resolve the conflict.

3.5. Relationship of conflict to performance

Conflict and performance are inextricably linked, but they are not causal conditions. Organizational conflicts can increase or decrease a person's performance, depending on the extent of the perception of the parties involved. On the other hand, not all successful parties are free of conflict. [73]. According to [74] the types of conflicts themselves can be used to determine how conflicts affect performance:

1. Functional Conflict, This conflict is constructive in the sense that it can improve the quality of decisions made, stimulate creativity and innovation, increase attention and curiosity among its members, and serve as a channel for communicating problems and relieving tensions. This conflict prevents a group from passively accepting decisions made, which may be based on irrelevant assumptions. This conflict also sparks the idea of reevaluating the organization's goals and activities in order to effect change.
2. Dysfunctional Conflict, This conflict occurs due to the presence of one of the parties who does not perform its functions as it should, causing the activity as a whole to

suffer; in other words, this conflict will interfere with the organization's overall performance..

[4] explains that conflict has several forms, namely: Relationship conflict: this conflict arises due to the incompatibility between one individual and another. The result of this conflict is the appearance of hatred and negative individual emotions.

1. Task conflict: this conflict arises due to disagree between of the task's content and the work's purpose.
2. Conflict process: this conflict arises due to disagreements due to the division of labor tasks and tasks to be completed.

Based on research conducted by [75] at the Wolaita Zone Elementary School, Ethiopia. It was found that the conflicts that occur are the result of excessive workload, dissatisfaction, unfair time scheduling, poor accountability and responsibility of principals and lack of recognition or appreciation for their work performance. The discrepancy between the awards obtained with the roles or tasks assigned by the principal to his subordinate triggers conflicts between teachers who do not agree with the workload which is considered burdensome and unfair. The existence of a second conflict can be characterized by a subordinate who intentionally leaves his task or teaching.

IV. CONCLUSION

Several conclusions can be drawn from the discussion, as follows:

1. Conflict can be interpreted in three ways. Specifically, the positive meaning that the presence of conflict causes the organization to develop, followed by the neutral meaning that conflict has no effect on the organization and can be considered merely a variation. Then there's the negative meaning, where conflicts lead to lower organizational performance and divisions.;
2. The external and internal factors of the individual organization can both contribute to conflict. Personality differences, stress, decreased productivity, and so on are examples of internal factors. External factors can include communication issues, a lack of resources, sexual harassment, and so on. A principal who is unable to lead effectively will only cause problems for the school organization.;
3. The approach to conflict resolution necessitates leadership abilities. Deliberation, third-party interference, confrontation, bargaining, compromise, mediation, conciliation, and consultation resource improvement are the eight approaches to conflict resolution.;
4. Conflict can impair an individual's performance, but not all conflicts are negative; conflicts can have a positive impact if they are managed properly..

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