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Summary: ¹²

Conflict is a process between two or more people where one party tries to get rid of the other party by destroying or rendering the party powerless. Conflict itself is a natural condition that occurs in every society, and that is what happened to CV. The Magnificent Persada Dynasty (MPD) Indonesia. For CV MPD informants, they said that those who had never experienced conflict between members or between other community groups, the conflict would disappear along with the loss of the community itself. The purpose of this research is to produce conflicts that can be managed so as to produce good integration, but sometimes imperfect integration can lead to conflict. According to Wood, Wallace, Zeffane, Schermerhorn, Hunt, and Osborn, Susan (2010), conflict is: "Conflict is a situation in which two or more people disagree on issues of organizational substance and/or experience emotional hostility. One another' means conflict is a situation where two people or many people have different opinions on an issue that affects the interests of the organization and/or feelings of hostility arise for one another.

Keywords: conflict, decision, environment

1. introduction

Conflict in the corporate environment is a phenomenon that cannot be avoided. Effective conflict resolution is critical to ensuring the successful operation of a business and the well-being of employees. The purpose of this study is to explain the available institutions to resolve internal business conflicts, namely CV Megah Dynasty Persada (MPD) Indonesia. The research method was carried out qualitatively, in-depth discussion through informants. The findings of this study provide guidance on the importance of conflict resolution, such as open communication and leadership skills. One can disagree with one's current job and see it as a different situation, but one cannot disagree with an organization because the organization is a living and breathing entity. Autonomy refers to the ability to implement plans and strategies that focus on creativity, diligence and input from organizational stakeholders in managing tasks or projects. The freedom to be creative and innovate in the workplace related to tasks and work must be supported by the willingness of employees to accept criticism and input from other parties, especially leaders, so that they continue to carry out their mandate. Someone may disagree

with the current job and see it as a different situation, but they cannot disagree with the organization because the job is permanent. Autonomy denotes the ability to implement plans and strategies to effectively complete a task or other task that emphasizes creativity, persistence, and input from organizational stakeholders. Assuming there is an investigation, how can this phenomenon be explained, the Indonesian CV Megah Dynasty Persada (MPD) conflict was resolved when the opportunity arose?

2. Library Survey

In his life humans need communication, both with other individuals and with groups or society. This shows that humans are formed as a result of social integration with other people in a group or society. Muhammad (2005) states that the importance of communication to humans and organizations cannot be denied. Good communication can keep an organization running smoothly and successfully. Conversely, a lack of communication will lead to conflict between members of the organization resulting in disruption of communication within the organization. Brent D. Ruben (Muhammad 2005) states that the notion of communication is a process in which individuals in their relationships, groups, organizations and communities create, send and use information to coordinate their environment and other people. The question arises, under what conditions does communication reduce conflict? They examined four communication models. From this model, they derive seven principles of how communication can reduce conflict. The coding-decoding model views human communication as encoding information (eg formulating sentences), conveying messages (eg speaking), and decoding messages (eg listening and understanding). Successful communication requires clear transmission channel and a common code. Misunderstandings arise from messages that are translated incorrectly or from gaps or extraneous sounds in the message.

From this model, they derived the first principle: "Avoid communication channels with low signal-to-noise ratios, otherwise redundancy may increase by repeating the same idea in different forms." This model conveys that communication is defined as the transfer of information. information via code. , and this code is a system that associates a set of signals with a set of values . In the first paradigm (encoding-decoding), it is also important to discuss effective communication if the messages conveyed have the same meaning. message sender and receiver. The intentionalist model recognizes that the same words can have different meanings. This communication model includes recognizing each other's communicative intentions. Effective communication requires shared background knowledge, especially the same language and the same culture. . Miscommunication occurs because of a lack of common ground. Communication breakdown occurs during conflict because the speaker's words are interpreted based on the listener's preconceptions about his intentions. This second principle directs the listener to try to understand the speaker's intent. The third model, Perspective-Taking, guides the speaker in deciding what to say, think, what the listener will understand. This third paradigm recognizes that individuals who share the same language and culture have different ways of seeing the world. This model guides the speaker to structure his message to fit the perspective of his audience. Missed communication can occur when the speaker believes the listener's point of view is the same as it really is, or when the speaker's understanding of the listener's point of view is based on prejudice and inaccurate stereotypes. Another difficulty arises when speakers address different audiences at the same time. Regardless of these problems, the author's fourth

principle directs the speaker to consider the audience's point of view when formulating his message. The fourth model is the dialogic model, viewing communication as a collaborative and collaborative process. Meaning emerges from the communicative situation and can only be understood in this context. This model, unlike other models, treats listeners as active participants in the creation of shared understanding.

Regarding the principles of communication, Mulyana (2011) outlines several important principles, including: First; Talking too low or vice versa can lead to different perceptions. This principle applies even if the interlocutor is expected to speak loudly or slowly and not do what is expected, this will certainly lead to new conflicts. Second; When listening, we try to understand the intent of the other person, this second principle suggests listening first, this is also a way to make it easier to understand the other person's intent, but in reality most of us always dominate speaking or always talk a lot with little listening. third; In formulating a message, always pay attention to what words the interlocutor understands, this principle is quite easy to understand. . Fourth; When we speak, we must pay attention to the perspective of listeners or other people. big conflict started. One party always feels right according to his point of view, so it is easy to report his mistakes to the other party, or even at extreme times, when not considering the other party's point of view, there is always a bigger conflict, for example, a conflict that ends destructively (physical war)). communication principle,

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Communication cooperation is needed to solve the problem. This principle reminds us that we should always aim for effective communication early in the conversation. Seventh; Pay attention to the notification form. Eighth; Communication is a symbolic process. Communication is dynamic, circular and does not end at one point, but continues. Ninth; Every behavior has communication potential. Not everyone can judge when someone does not intend to communicate something, but is interpreted by someone else, then that person has participated in the communication process.

Human gestures, facial expressions (nonverbal communication) can be interpreted by others as a stimulus. Tenth; Communication has content and relational dimensions. Every communication message has a content dimension, according to which from the content dimension we can predict the dimensions of the relationship that exists between the parties involved in the communication process. Fifth; Be an active listener, like principle 2 above, listening will be much

more likely to avoid conflict. Sixth; The initial focus of the conversation creates the conditions for effective communication. Communication cooperation is needed to solve the problem. This principle reminds us that we should always aim for effective communication early in the conversation. Seventh; Pay attention to the notification form. Eighth; Communication is a symbolic process. Communication is dynamic, circular and does not end at one point, but continues. Ninth; Every behavior has communication potential. Not everyone can judge when someone does not intend to communicate something, but is interpreted by someone else, then that person has participated in the communication process. Human gestures, facial expressions (nonverbal communication) can be interpreted by others as a stimulus. Tenth; Communication has content and relational dimensions. Every communication message has a content dimension, according to which from the content dimension we can predict the dimensions of the relationship that exists between the parties involved in the communication process.

1. There are so many conflicts that occur such as verbal, religious, emotional, social, personal, organizational, and community conflicts. Conflicts and quarrels with each other are never ending. If you are not on the same track with others, never fight, but test your level to see how you differ. Discussion is always a better and wiser way of receiving than conflict.

2. Personal conflicts: Conflict between two people, according to Boston University's FSAO, can include differences in personality or style and personal issues such as substance abuse, childcare issues, and family issues. Organizational factors such as leadership, management, budgeting, and disagreements over core values can also contribute to workplace conflict, as can poor communication, differing values, differing interests, scarce resources, personality clashes, and poor performance. .

3. Social conflict refers to interpersonal, intra-group and inter-group differences, except at the interpersonal level, it includes disputes between peers and superior-subordinate conflicts. The basic discrepancy between authority and formal organizational structure and human personality cannot be separated from the culture that surrounds it.

4. Conflict within the group: lack of freedom, status and resources, lack of independence tends to deny the need for interdependence and a certain level of conformity within the group. So people who seek power compete for position or status in the group. Rewards and recognition are often seen as insufficient and mis-allocated, and members tend to compete with one another for these prizes. In Western culture, victory is more acceptable than defeat, and competition is more common than cooperation, all of which intensify intra-group conflict. Group meetings often take place in a win-lose climate, where individuals or subgroups interact to determine winners and losers, rather than solving each other's problems.

5. Intergroup Conflict: Intergroup conflict takes four general forms.

6. Horizontal tensions include competition between functions, such as sales vs. production, research and development vs. engineering, purchasing vs. law, line vs. HR, and so on.

7. Vertical tensions involve competition between hierarchical levels, such as unions vs. management, foremen vs. middle manager, shop workers, and foremen. The struggle between a group of workers and management is an example of vertical tension or conflict. The clash between sales and production departments over inventory policy would be an example of horizontal tension. Certain activities and attitudes characterize groups involved in win-lose conflicts. Animosity grew between the two groups; mutual understanding buried in negative stereotypes .

8. Conflict: The various roles that people play in an organization are sometimes described by the organization as a system of positional roles that divides interrelated tasks and thus fulfills formally assigned roles that are in turn influenced by the expectations of others in the role and by personality and expectations of a person. Passive Aggressive Behavior: Passive aggressive behavior practiced by employees and managers that undermines team unity and productivity, leads to project sabotage, and ultimately stifles team creativity. Conflict is not always destructive. But if they are harmful, managers need to understand them and do something about them. A rational conflict resolution process must be programmed. Such a process should involve planned responses to actions taken by managers or organizations rather than relying on simple reactions or changes that occur without specific management action. Conflict has been seen as an indicator of the broader concept of harassment in the workplace. This is related to other stressors that may occur together, for example role conflict, role ambiguity and workload. This also applies to strains such as anxiety, depression, physical symptoms and low levels of job satisfaction. Positive results: Group conflict does not always lead to negative results. The presence of dissenting members or subgroups often leads to greater penetration of group problems and more creative solutions. This is because differences of opinion force members to think harder about dealing with potential objections to group consensus. However, the group must know how to deal with potential differences. Real interdependence among members automatically leads to conflict resolution within the group. Interdependence recognizes that differences exist and can be beneficial. In doing so, members learn to accept ideas from different opinions (which does not mean agree with them), they learn to listen and value openness, and they learn to share problem-solving approaches to explore all aspects of the problem at hand. group.

3, Research methodology

According to Endraswara Mudjia _ Rahardjo (2017) the latter can be called a Collective Case Study. Even if more than one case (multiple cases) is studied, the procedure is the same as for single case analysis. This is because multi-case studies and multi-site studies are refinements of the case study method. As for the questions that are usually asked in the case study method, because they want to understand the phenomenon in depth, even to deepen and expand it, according to Yin from Mudjia. Rahardjo, (2017) it is not enough if the case study questions only ask "what", (what), but also "how" and "why" (why). The "what" questions are intended to obtain descriptive knowledge, "how" to obtain explanatory knowledge and "why" to obtain research knowledge. Yin emphasizes the use of "how" and "why" questions, because these two questions are believed to be very suitable for obtaining detailed knowledge of the phenomenon under study. In addition, the form of the questions will depend on the data acquisition strategy. In this case, this research is based on the assumption that the answer to the question "why" is included in the answer to the question "how" (how), which of course is not true. Because the "how" questions ask about the process of an event occurring, and the "why" questions look for reasons why certain events can occur. To find out the reasons (reasons).

4. Discussion

continued Dynasty Megah Persada works in the field of construction consulting, such as evaluation, planning, design, supervision and operational management of building construction, so that the goal becomes central. The so-called target is the rationale for conflict resolution, for the facilitation process to train, bring teams together, meet with leaders, organize content, processes and structures to meet the needs of individuals, groups or teams. The facilitation process is used to help a group of people achieves its goal, the reason for holding a meeting, etc. Facilitation is provided by someone called a facilitator, who leads pairs of people or groups to acquire knowledge and information, to work. work together and carry out on their own, on the table here the case studio found two things that must be resolved, namely:

Table 1, Conflict resolution orientation

Orientation Resolution

Conflict management

Non-directive counseling or "intelligent listening" is nothing more than being a good listener and being able to vent feelings, meaning that expressing them to a listener who is attentive and understanding is enough to reduce frustration and release the frustrated individual. come forward. problem-solving thinking, better deal with personal difficulties that negatively impact their work. The non-directive approach is an effective way for managers to deal with frustrated subordinates and co-workers.

Handling problems Improving organizational practices can help resolve conflicts, including setting higher goals, reducing ambiguity, reducing power and domain disputes, improving policies, procedures, and rules, reallocating existing resources or adding new resources, changing communications, transferring staff, and change awards. system . Conflicts at work can be in the form of disputes between co-workers, conflicts between superiors and subordinates, or disputes between groups. If disputes are not resolved in time, greater effort is required to resolve them

Source: Whistleblower Data Processing, 2023

Management creates a vision for the future. When making decisions, managers reflect on the organizational values that have evolved over time, from the founding owners to the current top management staff. Navigating between organizational values, goals, objectives, and management having expectations of organizational effectiveness, efficiency, often initiates change in the organization. The most persistent conflicts that negatively impact work and society must be resolved. And these kinds of conflicts can be challenging as employees prove that they can't solve them alone. Therefore, surveillance interventions are needed. Companies can further optimize the resolution of conflicts that are created in the work environment to increase job satisfaction. When job satisfaction is fulfilled optimally, employee and work productivity can increase so as to bring great progress.

Regarding several items in interviews with respondents who are referred to as informants in this study:

1, Question: What do you mean by the term "conflict resolution"?

In all cases Ayu, Answer: Conflict resolution is the process of overcoming conflicts or problems between two or more parties so that an agreement or solution can be reached that satisfies all parties involved.

Melinda's answer read: I consider conflict resolution to be a way to peacefully resolve disputes or tensions between individuals or groups and avoid conflict escalation.

2, Question: In your opinion, how can conflict resolution be applied in everyday contexts?

The answer to everything Ayu, Answer: In everyday life, conflict resolution can be started by communicating openly and honestly with the parties involved. This can include listening to their views and concerns, seeking compromise solutions and working together to reach a satisfactory agreement.

Melinda's answer: I think it's important to understand that conflict resolution does not mean one side wins and the other side loses. It's about finding ways to meet the needs of all stakeholders. In everyday life, this can mean finding middle ground, reducing tensions and creating an environment that supports constructive dialogue.

This is in line with Pattillo's research (2009) which states that most workers will at some point feel that excessive task demands and workload will actually have a negative impact, but with task autonomy, workers are free to develop patterns and strategies in completing tasks. task or job. Task autonomy is based on the creativity, experience and innovation of each employee.

5. Conclusion

Substantial conflict resolution within the organization by management is expected to increase employee job satisfaction. However, there are other factors that can increase the effect of conflict resolution on job satisfaction. One of them is the task autonomy factor given to employees by management. Through the assigned task autonomy, employees are expected to be able to make decisions when employees are faced with conflicts that pretend to arise in carrying out services.

6. Recommendations

Future research is expected to highlight the work stress faced by an employee in achieving work goals, which is reflected in the status of the employee's household in his personal life. In addition, conflicts between two people can be in the form of differences in personality or style and personal problems such as abuse of power, parenting, and family problems.

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