

# *Employee Perception of Conflict Management in Regional Development Planning Agency office (BAPPEDA) Sungai Penuh*

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**Abstract - The purpose of this research is to find out information about the perception of civil servants towards conflict management at BAPPEDA Kota Sungai Penuh. This research is a descriptive study. The population of this research was all civil servants fat BAPPEDA Kota Sungai Penuh which is 50 people. This research is a population research since the subjects are less than 100 people. The data were collected by using Likert Scale Model which has been proved for its' validity and reliability. To analyze the data, the writer used average formula. The results of the study showed that the average score perception of civil servants towards conflict management at BAPPEDA Kota Sungai Penuh is 3,65. It can be concluded that the conflict management at BAPPEDA Kota Sungai Penuh has already been accomplished well.**

**Keywords - Conflict Management.**

## **I. INTRODUCTION**

Organization is formed because of similarites in vision, mission and goals to be achieved by a group of people in the organization. From here, every element contained in organization directly or indirectly must uphold the goals and principles in the organization, so that the organization can achieve the vision and mission that has been set.

The organization consists of people. People form groups or teams.

The people or groups within an organization will communicate or interact with each other. It has become the nature of nature that in every association there must be mistakes and errors. Because humans place wrong and erroneous. Therefore, conflict is a natural process that occurs in every organization as well as an organizational

dynamic and personal life of organizational members. Thus, in every organization and individual conflicts always occur.

Over time, conflicts often occur in organizations that are not desirable. Both internal conflicts and external conflicts between organizations. Conflicts often occur because of simple problems. However, with simple matters, an organization can survive or not. Mechanism or conflict management taken also greatly determines the position of the organization. Conflict management and policy taken greatly affect the sustainability of an organization in retaining members and all components in it. The larger an organization, the problems that occur will also be more complex. This complexity involves various things such as complexity of the flow of information, communication, decision-making delegation of authority and so on.

Conflict is one of the essence of human life and development that has diverse characteristics. Humans have differences in sex, social and economic strata, legal system, nation, ethnicity, religion, beliefs, political flow, culture and life goals. As long as there are differences, conflict can not be avoided and will always occur. According to Alice Pescuric (in Wirawan, 2010: 1) managing conflict is the 7th out of 10 priority activities of a manager in leading his company. In carrying out their duties, they certainly face conflict. The conflict can occur between the leader and his followers, conflicts between followers, between members of the organization and parties outside the organization. A minimum of 20% of the manager's time is used to resolve conflicts (Susan Meyer, 2004). The time to resolve conflicts will increase if company workers go on strike. Without the knowledge and skills to manage conflict, they will not be able to resolve the conflicts they face.

From the above statement it can be seen that conflict management is an important thing that must be done by the leadership in addition to the other scope because conflict management is a guideline for getting good work productivity. Sungai Penuh City, during PLMP (Educational Management Field Practice) activity held by Regional Development Planning Agency Sungai Penuh from June-August 2015, still had various phenomena that were related to various problems that were influenced by of the school principals belonging to the still low. This can be seen from the following phenomena: 1) Leaders are still often not involved with problems that can cause conflicts that occur in employees, so conflicts that occur in employees cause employees to not carry out work with a sense of responsibility. 2) The leadership still cannot emphasize the interests of employees so that conflicts that occur with employees cannot be resolved. 3) Leaders have not been able to do an effort that can integrate people who are separated, so that employees cannot maintain cooperation with other employees. 4) Leaders are still difficult to find solutions to resolve conflicts that occur in employees. 5) Leaders are not optimal in uniting employees who experience conflict. 6) There are still employees who feel uncomfortable with conflicts that occur between employees, causing employees to feel less comfortable in the office and more often want to go home quickly. They are caused by the lack of compromise made by the leadership in resolving conflicts that occur. 7) Leaders still cannot see in-depth differences as a consideration in finding solutions to conflicts that occur to employees.

The purpose of this study is to find out about Employee Perceptions of Conflict Management in the Office of Regional Development Planning Agency Sungai Penuh.

The purpose of this study was, to obtain information about: (1) Perception of employees about avoiding by leaders in BAPPEDA Sungai Penuh City Regional Development Planning Agency. (2) Employees' perceptions about dominating by leaders in the office of the Sungai Penuh City Regional Development Planning Agency. (3) Employees' perceptions about accommodating by leaders in the office of the Sungai Penuh City Regional Development Planning Agency. (4) Employees' perceptions of collaboration by leaders in the Sungai Penuh City Regional Development Planning Agency Office. (5) Employees' perceptions of compromise by leaders in the office of the Sungai Penuh City Regional Development Planning Agency

As for what will be discussed in this study is to answer the following questions: (1) What is the Employee's Perception of Conflict Management in the BAPPEDA Sungai Penuh City of Full in the form of dodge? (2) What is the employee's perception of conflict management in BAPPEDA Sungai Penuh City in the dominant form? (3) What is the employee's perception of conflict management in BAPPEDA Sungai Penuh City in accommodating form? (4) What is the employee's perception of conflict management in BAPPEDA Sungai Penuh City in the form of collaboration? (5) What is the employee's perception of conflict management in BAPPEDA Sungai Penuh City in the form of compromise?

According to Bagyono (2013: 9) "conflict is disagreement or disputes that occur when understanding, values, beliefs, models, opinions, needs, interests, interests, and taste becomes a contradiction. "

Meanwhile, Husaini (2010: 467) argues that "conflict can occur in five forms, namely 1) conflict with oneself (conflict with one's conscience) or (interpersonal), 2) conflict with one's self (interpersonal), 3) self conflict with groups, 4) group conflict with groups within an organization (intergroup), and 5) inter-organizational groups (intergroup)".

In line with the opinion of Rivai and Deddy (2012: 274) "conflict is a serious problem in every organization, which may not lead to the death of a firm as happened to Shea & Gould, but it certainly can harm the performance of an organization and encourage losses for many good employees .

Based on the description above, researchers can point out indicators that can be used as a measure of conflict management, namely:

### 1. Avoiding

Avoiding is moving away from conflict opponents. According to Dunnete in Husaini (2013: 507) Avoidance is only suitable for individuals or groups who are not dependent on individual opponents or groups of conflict and do not have further needs to deal with conflict opponents. Furthermore According to Mulayasa (2011: 269) this approach does not place value on oneself or others, but tries to avoid problems. This approach has negative aspects such as avoiding responsibility or avoiding reality.

### 2. Dominating

According to John M Ivancevich (2006: 51) Approach to domination tends to be oriented to power. That is, to be successful, this approach requires sufficient power to be able to "force" other groups. A group can have a balance of power because this group is in the upper layers of the organizational hierarchy, or groups that have important resources (for example, more budget, personnel, or important knowledge), or groups have formed an alliance with the ruling group, or various other reasons. In line with that according to Bagyono (2008: 34) Conflict management style dominates more used to accentuate one's own desires and wishes, resulting in the interests of others is not to be noticed

### 3. Accommodating

According to John M Ivancevich (2006: 51) Accommodation is the opposite approach to domination. In the accommodation approach, one party minimizes efforts to prioritize the interests of the group and puts maximum emphasis on the needs of the other groups. Even if accommodations look like "giving up" there are a number of situations when this approach becomes a very beneficial approach when used by disputing groups.

### 4. Collaboration

According to Dunnete in Husaini (2013: 507) Collaborating means that both parties to the conflict still maintain the greatest benefit for themselves or their groups. According to Bagyono (2008: 34) Collaborative conflict management style (cooperation) aims to get conflicting party victory. Differences are seen in depth as a consideration in finding solutions to conflicts that occur.

### 5. Compromise

According to John M Ivancevich (2006: 51) compromising approach (compromising) is a traditional method of dealing with conflicts between groups. By compromising, there is no difference between winners and losers, and ideal agreement for the two groups. Compromise is an approach that seeks to find a middle ground. The compromise involves a willingness to sacrifice more than the accommodation approach, but not as much as is given up in the approach accommodation. Robbins (2008: 183) states that compromise is when each party to the conflict tries to succumb in one way or another, there is an act of sharing, which brings compromising. In terms of compromise it is not clear who wins and who loses.

## II. RESEARCH METHODS

This research is a descriptive study with quantitative type. The population of this research is all Civil Servants of BAPPEDA Sungai Penuh as many as 50 people. This research is a population study because the subjects are less than 100 people. The instruments used to collect the data in this study is Likert scale model questionnaire that has been tested for as validity and reliability. The results of this trial are valid and reliable. The type of data are in this study is primary data which means the data is obtained directly from respondents. The data analysis techniques of research results use the average formula.

## III. RESEARCH RESULTS AND DISCUSSION

### A. RESEARCH RESULT

The results of this study will describe data description of employes perceptions conflict management in BAPPEDA Sungai Penuh. Overall, employes perceptions of conflict management in BAPPEDA Sungai Penuh are well categorized with an average score of 3.63.

The employee's perception of conflict management in BAPPEDA Sungai Penuhis 3.63. Viewed from the aspect of avoidance obtained an average score of 3.75 is in the good category. That the highest average score is away from tense situations that are not useful that is equal to 4.04 and differences that often occur with employees do not need to worry about score is 3.68. Then the lowest average score is not to take a position that will create controversy, namely the score (3.62).

Employees' perceptions of conflict management in BAPPEDA Sungai Penuhviewed from the aspect of dominating the average score was 3.7 in the good category. The highest average score is to meet the goal itself, not

paying attention to the needs of employees who are experiencing conflicts with a score of 3.78 and responding to differences that occur in employees seem less serious with a score of 3.72. Then the lowest average score is a statement about trying not to play a role in finding solutions that make it seem insignificant 3.52.

Employees' perceptions or conflict management in BAPPEDA Sungai Penuh seen from the aspect of accommodating obtained an average score of 3.68 in the good category. The highest average score is to provide a solution to the conflict so that they are satisfied with the decision taken with a score of 3.82 and provide an opportunity for employees to develop by learning from conflict with a score of 3.74. Then the lowest average score is a statement about is minimizing the loss of conflict that occurs between employees with a score of 3.54.

Employees' perceptions of conflict management in BAPPEDA Sungai Penuh seen from the collaboration aspect, the average score was 3.32, which is in the quite good category. The highest average score is making conflict opponents happy that the leader might defend his opinion with a score of 3.86 and provide opportunities for employees to develop by learning from conflict. And do not give power to force the will to achieve goals with a score of 3.72. Then the lowest average score is on the statement of creating a good and fair work to solve the existing conflict problem with a score of 3.60.

Employees' perceptions of conflict management in BAPPEDA Sungai Penuh viewed from the aspect of compromising obtained an average score of 3.32, which is in the quite good category. The highest average score is offering creative solutions in deliberations where there is no agreement with a score of 4.00 and provides a number of solution points to exchange the other solution points with a score of 3.82. Then the lowest average score is to know the opponents of the conflict about the ideas of the leaders and ask the ideas of both parties 3.52.

In general it can be concluded that the employee's perception of conflict management in the office of the City Development Planning Agency is in the good category with an average score of 3.63.

## **B. DISCUSSION**

The results of the research data processing showed that employees' perceptions of conflict management in BAPPEDA Sungai Penuh are in the good category with an average score of 3.63. Data processing regarding employee perceptions of conflict management in the office of

BAPPEDA Sungai Penuh in terms of avoiding, dominating, accommodating, collaborating and compromising aspects.

Perceptions of employee perceptions of conflict management in the office of regional development planning agency Sungai Penuh seen from the aspect of avoidance earned an average score of 3.75. The lowest average score will not take a position that will create controversy which is 3.62 in good category. As a whole the leadership in the office of the Sungai Penuh City Regional Development Planning Agency has been able to make people in conflict become cold who avoid problems, but still needs to be improved to a better direction, both in terms of reading the situation of the problems that occur. In accordance with the opinion of Marwansyah (2012: 312) avoiding is withdrawing from, or suppressing / stopping conflict. This avoidance method aims to withdraw from conflict, so that conflict can be resolved and the conflict will end in peace. In accordance with the above opinion, the leader must have many ways to create a comfortable and pleasant working atmosphere. In line with the opinion of Mulyasa (2012: 270) who uses an avoidance approach not to place values on oneself or others, but try to avoid problems. This approach has negative aspects such as avoiding responsibility or avoiding reality, including evasive. Leaders who use this approach will run away from the event at hand, and leave the fight to get results. This approach is most effective if an event is not important, so the deferment is allowed to cool the conflict. This approach is also effective if time is needed.

Perceptions of employee perceptions of conflict management in the office of regional development planning agency Sungai Penuh seen from the aspect of dominating got an average score of 3.7. And the lowest score for the statement try not play a role in finding solutions that make it seem unimportant, namely (3.52) good category. To overcome the above, the leader must understand this dominating approach is appropriate in what situations, so that this approach works effectively. In accordance with the opinion of Mulyasa (2012: 270) said "this dominating approach emphasizes oneself and underestimates the interests of others, so that obligations can be defeated by personal desires". This approach is more effectively used to make decisions quickly, and if the problem is less important. This approach is a reaction to win, so that the philosophy "is better to attack than to be attacked". This approach is most appropriate to be used in an emergency, as long as the leader feels he has the right, according to his conscience.

Perceptions of employee perceptions of conflict management in the office of regional development planning agency Sungai Penuh seen from the aspect of accommodating received an average score of 3.68. As well as the lowest score for statements minimizing conflict losses incurred between employees with a score of 3.54, this indicates that the leaders in the office of BAPPEDA Sungai Penuh have been able to find a good solution by attracting others and maintaining cooperation between conflicting employees. In accordance with the opinion according to John M. Ivancevich (2006: 51) accommodation (accommodation) is the opposite approach to domination. In the accommodation approach, one party minimizes efforts to prioritize the interests of the group and puts maximum emphasis on the needs of the other groups. Even though accommodations look like "giving up", there are a number of situations when this approach becomes a very favorable approach when used by the disputing groups.

Perceptions of employee perceptions of conflict management in BAPPEDA Sungai Penuh seen from the aspect of collaboration received an average score of 3.32. As well as the lowest score for statements using creativity and innovation to find alternatives that can be accepted by both sides of the conflict with a score of 3.62, this indicates that the leadership in the office of the full river area development planning office has been able to create a good atmosphere of cooperation between employees so that in the collaboration the conflicting party is able to accept the needs of other parties. In this collaboration great opportunities for leaders to face so many differences and leaders must be able to share interesting ideas and information. In accordance with the opinion of Bagyono (2008: 34) "conflict management style collaboration aims to get the victory of the conflicting parties. Differences seen in depth as a consideration in finding solutions to conflicts that occur."

Perceptions of employee perceptions of conflict management in the office of the City Development planning agency in the City of Sungai Penuh viewed from the aspect of collaboration received an average score of 3.70. that is, with a score of 3.52, this indicates that the leadership in the office of the river city development planning agency is fully capable of bargaining with opponents of the conflict to make a compromise to get an agreement. Where the aim of each conflicting party is to get the best agreement in favor of the conflicting employee. In line with Handoko's opinion (2012: 352) through compromise, the manager tries to resolve the conflict through a disbursement of the middle ground that is acceptable to the parties concerned. Forms of compromise which include separation, where the parties to

the conflict are separated until they reach an agreement, arbitration (arbitration) where a third party (usually the manager) is asked to give an opinion, returning to the applicable regulations, where congestion is returned on written provisions that take place and agree that the rules decide the resolution of the conflict, and bribery, in which one of the parties receives compensation in exchange for achieving a conflict resolution.

#### IV. CONCLUSIONS AND SUGGESTIONS

##### A. CONCLUSION

Based on the results of the research presented in the previous chapter regarding employee perceptions of conflict management in the office BAPPEDA Sungai Penuh, it can be concluded that conflict management is in the good category. The following conclusions can be drawn based on indicators:

- Employees' perceptions of conflict management in the office BAPPEDA Sungai Penuh are seen from the avoidance aspect which is in the good category with an average score (3.75).
- Employees' perceptions of conflict management in the office BAPPEDA Sungai Penuh are seen from the dominating aspect that is in the good category with an average score (3.70).
- Employees' perceptions of conflict management in the office of BAPPEDA Sungai Penuh are seen from the aspect of accommodating in the good category with an average score (3.68).
- Employees' perceptions of conflict management in BAPPEDA Sungai Penuh Board are seen from the aspect of collaboration that is in the sufficient category with an average score (3.32).
- Employees' perceptions of conflict management in the office of BAPPEDA Sungai Penuh are seen from the aspect of compromise that is in the good category with an average score (3.70).

##### B. SUGGESTION

Based on the description that has been stated above, the researcher can put forward the following suggestions:

- It is hoped that BAPPEDA Sungai Penuh leaders will further improve their avoidance approach, namely how to calm conflicting employees and reduce tension and create a conducive and calm work atmosphere so as to improve employee performance.
- It is hoped that BAPPEDA Sungai Penuh leaders will improve their dominance approach in what situations, so

that this approach works effectively. This approach is most appropriate in urgent situations, as long as the leaders feel they have rights, according to conscience.

- It is expected that the leaders of BAPPEDA Sungai Penuh will further enhance the accommodating approach, which must be able to find a good solution by attracting others and maintaining cooperation among conflicting employees.

- It is expected that the leaders of BAPPEDA Sungai Penuh will further enhance the collaboration approach, the leadership can create a good atmosphere of cooperation between employees so that in this cooperation the conflicting parties are able to accept the needs of other parties. In this collaboration there is a great opportunity for leaders to face so many differences and leaders must be able to share interesting ideas and information.

- It is expected that the leaders of BAPPEDA Sungai Penuh will further enhance their compromise approach, being able to bargain with conflict opponents to make compromises so as to get the best agreement in favor of conflicting employees.

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