

The Effectiveness of Conflict Management in Private University Management Efforts

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Abstract: The Constitution of the Unitary State of the Republic of Indonesia has mandated in the article to achieve the goals set in the printing of quality human resources not only thought by the government but there is cooperation with the private sector for its success. Private educational institutions cooperation with state educational institutions in an effort to alleviate the world of education. The purpose of this research is to describe and explain that conflict management is needed in the management of private universities covering academic fields, facilities, and infrastructure, student field to exist, the researcher will also reveal how the style of handling conflicts carried out in the field of research sites. The design of research was qualitative research and case study design. The location of the study was in one of a private university in the Scope of Coordinator of Private College VII-East Java. The collecting data used interview, observation, and documents, and the data analysis by single case analysis, the validity of the data with Triangulation. The results showed that in university, which had 6 faculties with 12 study programs and postgraduate program 2, showed that the characteristics of each study program are very reflected conflict management in determining conflict resolution. In the academic field there is very little conflict because it is using an Academic Information System detailing all assessment indicators, but in the learning process related to the professionalism of the teacher has not shown the accuracy of the data, while the conflict management style applied in the field of human resources, facilities, and infrastructure in support of management style activities dominating conflicts are carried out and are considered safe, the institution's journey needs to be considered in order for more effectiveness to increase by defining a clear strategy. The avoiding conflict management style field is actually less precise, but it happens so, conflict resolution is carried out using self-regulation and third party intervention. Effectiveness will be realized if there is activity, usefulness, and the suitability in an activity of a private university that performs tasks to achieve the intended target.

Keywords: Effectiveness, Conflict Management, Private University, Management Efforts

1. Introduction

Higher education has a significant role as stated in the Human Book, Technology, and Education written by A. Sonhadji KH, that a university is an institution that has a significant role of education in an effort to build a civilization of a society, civilized society tends to develop various institutions that are able to explore, develop, transfer, and apply the knowledge needed to advance society.

The existence of college in Indonesia will bring the society has a high civilization. Therefore, it in accordance with the mandated in the 1945 Constitution that education is not only the responsibility of the government but also the responsibility of the whole community including the private sector for the success of the field of education. The policy issued by the current government such as the Indonesian National Qualification Framework is very good for the future, but in reality, not all are ready as a whole whether it is public and private college. The characteristics of college are different from manufacturing business entities, as well as other service providers. The main difference



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lies in the delivery of products or services that deal directly with customers. The leaders of higher college oversee the dean, the leaders of study programs and lecturers, all of whom are colleagues and peer groups, so leadership style oriented to less effective than expertise and behavioral. The subordinate groups in Higher College are a source of thinking power and the power of program implementation. The leadership styles including a conflict management will legitimize leadership so that subordinates will voluntarily support the leader's program. The success of higher education leadership is measured by effectiveness, so the criteria of effectiveness need to be agreed upon because it will be used as a measuring tool. On the other hand, the current Good Corporate Governance (GCG) model was adopted into Good University Governance (GUG) with one orientation on financial performance. The difference in business orientation between profit-making companies is very different from that of higher education should be non-profit, as emphasized in HELTS 2003-2010. However, GUG is indispensable as building systems and working procedures from planning to supervision. To achieve this goal leaders must pay attention to one of the factors at the time become a manager at a college institution with a disagreement with members of the academic community, reaction action that occurs is the conflict and the leader can quickly to overcome it that is meant by the mastery will manage conflict.

The conflict management is a series of actions and reactions between actors and outsiders in a conflict. The conflict management involves a process-oriented approach that leads to communication form (including behavior) of the perpetrator and outsider and how they affect the interests and interpretations. For outsiders (outside of the conflict) as third parties, what they need is accurate information about the conflict situation. It is because effective communication among actors can occur if there is trust in a third party. According to Ross that conflict management is the steps taken by actors or third parties in order to direct disputes towards certain outcomes that may or may not result in an end to conflict resolution and may or may not result in calm, positive, creative, conspiracy, or aggressive. The conflict management may involve self-help, cooperation in solving problems (with or without third-party assistance) or decision-making by the third party. An approach oriented to conflict management process refers to the patterns of communication (including behavior) of actors and how they affect the interests and interpretation of conflict. The problem arises that with the current conditions that the demands are so high and difficult with the regulations and policies in encountering the Asian Economic Community, the conflicts of various things are very complex. So many colleges that closed and cheat occurred in private college. Based on these problems it is necessary to consider the consequences of conflict management in the management of private college covering the field of education, research and community service with an emphasis on academic problems, the facilities of human resources, infrastructure, and students field. Where appropriate with the location of the research that the rector assistant in charge of these three things. The Research goals explore the conflicts experienced by private universities and accommodate conflict problems in private colleges to determine their resolution. In addition, it evaluates the effectiveness of conflict management while adhering to regulations and policies.

2. The Literature Review

The conflict is inherent in society; it means that the conflict always occurs as long as the society exists so it is impossible to erase the conflict as the dictator's wishful thinking. On the contrary, it is unlikely the consensus is perpetuated continuously even in violent ways which are also the desire of authoritarian ruler. The conflict also shows the relationship between two or more parties (individual or groups) that have objectives that are not aligned. Furthermore Algert, N.E. Froyd, J. "Jeong has successfully combined behavioral and structural analysis of the dynamics of social conflict.

This definition shows a clear distinction between conflict and violence. The violence includes actions, words, attitudes, structures or systems that cause physical, mental, social or environmental damage, and/or prevents a person from reaching his full potential. One of the topics of serious concern to management experts is the conflict management. The conflict management books define the conflict

management as a conflict party process or the third party develop the conflict strategies and apply them to control conflict to produce the desired resolution. Describing the rationale and development of a new measure consist of five control models i.e. competing, collaborating, compromising, avoiding, accommodating that attempt to control the bias of social desires. The instrument is entitled: "Management-of-Differences Exercise," or so-called MODE instrument.

The results of this preliminary study indicated that this new instrument significantly reduces the bias social desire for the overall population trend if it was compared to the other three conflict behavior instruments, although all four instruments may still be vulnerable to tendencies of some individual in this bias response. This study also investigated other aspects of structural validity and substantive validity. Finally, this text presented the emerging evidence of external validity, although it gave hope, exposed the need for efforts of research continues to investigate the validity aspects of this new MODE instrument.

In recent years, a scheme of five categories that serve to classify modes of interpersonal conflict which had emerged in social science research, It was introduced by Blake and Mouton and reinterpreted by Thomas, it includes five modes i.e. competing, collaborating, compromising, avoiding and accommodating. One of the advantages of this classification scheme is that the five specific model reflect the independent dimension of interpersonal conflict behavior. As interpreted by Thomas (1976), the scheme was based on two dimensions that were separate from the nature of cooperative (it attempted to meet the attention of others), and assertive. The competition is assertive and uncooperative, the collaborative is assertive and cooperative, avoiding it is non-assertive and compromises to be in the middle of the cooperative and assertive nature.

3. Methods

This research was conducted to find answers to the problems as they had been formulated in relation to conflict management in the effort of sustainability of private university. The researcher had a view that to reveal the substance and meaning of truth in this research, it was necessary to observe deeply with the natural setting. The characteristics were relevant to the characteristics of qualitative approach i.e. a research approach that tried to construct reality and understand its meaning, so it paid attention to the process, events, and authenticity.

3.1. The Data Collection Procedures

There were some data collection techniques used in qualitative research. Commonly, the techniques used in qualitative research were: (1) in-depth interview; (2) participatory observation; and (3) document analysis. These three techniques also were used to conduct research related to conflict management of leaders in the sustainability effort of a private university. The implementation of the three data collection techniques referred to the instruments which were prepared by researchers. The three techniques of data collection are described in detail as follows.

3.2. The Data Analysis

The data analysis by Bogdan and Biklen was defined as a systematic process for examining and collecting interview transcripts, field notes, documentation, and other matters to deepen the understanding of the research focus, either from observations, interviews or documentation to be used a research finding. The data analysis used in this research was interactive model analysis technique developed by Miles and Huberman which was illustrated as follows.

4. The Results of Study and Discussion

The Wisnuwardhana University of Malang was built in 1980 to fulfill the inspiration of society who care about the importance of education. Initially, this college was built in order to produce qualified graduates to be able to work as professionals in various fields in Indonesia. Along with the development of the era and the technological developments, the wisnuwardhana University of

Malangeffort to prepare students to be able to utilize science and the final technology, far-sighted, respective and responsiveto any changes or developments.

To achieve this goal, the university developed an educational concept that leads to the quality of graduate who a bachelor character, possessed intellectual competence and professional. Through an education system and teaching system approach that based competence, carried out learning processes and proficiency degree, skills, and work ethos were developed that can compensate for the dynamics of progress and changes in the workplace and the advancement of science and technology changes. Because of the hard work and harmonious cooperation among its academic community in early 2016, it received two appreciations from the Scope of Coordinator of Private College VII-East Java, that is An University of Excellence in the field: (1) the Research and Community Service, and (2) The Governance. In addition, the university also cooperated with various institutions, among others with: 1. Asian General Directorate of the Ministry of Foreign Affairs of the Republic of Indonesia; 2. The Constitutional Court of the Republic of Indonesia; (a) The Publication of Constitutional Journal, (b) The Implementation of Constitution Backtalk, and (c) the Socialization of Constitutional Awareness Book; 3. The Cooperation with the Regional Government of Pacitan, Jombang, Malang City, Pasuruan Regency and National Unity and Politics Board-East Java Province in the organization of conscious seminars constitutionally; 4. National Unity and Politics Board of Malang Regency in empowering the community of Malang. In addition, the community empowerment activities with 32 universities and community service dedication with Research forum and community service of Legowo and Indonesia. It found assistance from Directorate General of Higher Education, namely (1) Studying for doctoral degree in abroad and the country, (2) the incentive of textbook writing, (3) the research of young lecturer, (4) The Scholarship for Students of The Warrant of Eleventh March, improvement of academic achievement, the Foundation of Private University, the Scholarship for the most outstanding students.

The location of the study was the one of the private university in the scope of coordinator of private college VII-East Java, and because of the researcher was part of the academic community, so she did not mention much the name of the University as a commitment with informants who were interviewed and observations, documentation for the sake of ethics and protection. At the University there are 6 faculties, as the table below

Table 1. The table of Faculties and Departments of Wisnuwawdhana University

No	Faculties	Departments	Accreditations
1	Psychology	Psychology	B
2	Economics	Business Management	B
		Accounting	B
3	Agrotechnology	Agriculture	B
		Agribusiness	C
4	Teacher Training and Education	Education Pancasila and Citizenship	B
		Indonesian Education	B
		Mathematics Education	B
5	Law	Law Science	B
6	Technique	Industrial Engineering	C
		Electrical Engineering	B

7	Post Graduate Program	Civil Engineering	B
		Magister of Law	B
		Magister of Management	C

Based on statutes, The Master Plan Development, The Strategy Plan, and Operational Plan from this university, and the result of observation and documentation of each of faculty, it can be concluded that the university is an advanced college. The result discussion in the university is an institution that has a significant role of education in an effort to build a civilization of a society, civilized society tends to develop various institutions that are able to explore, develop, transfer, and apply the knowledge needed to advance society. The Wisnuwardhana University of Malang is one of the universities that have a big enough role to improve human civilization to be more qualified. In the course of management was varied greatly among private universities with one another, the university experienced some serious conflicts as MaswadiRauf noticed that conflict is inherent in the community, the conflict is always there as long as the society exists, so it is impossible to eradicate conflicts such which became the dream of the dictators. On the contrary, it is unlikely that consensus will be sustained continuously even in violent ways which are also the desire of authoritarian ruler. Similarly, Chris Mitchell said that the conflict also shows the relationship between two or more parties (individuals or groups) who have objectives that are not aligned. It certainly happens in the college life. From the data obtained by the researcher identified into three the academic problems, the human resources, and infrastructure, and students' field in the implementation concerning three duties of college that were implemented in the university.

The university is a source of thinking power and the power of program implementation. The leadership styles including conflict management will legitimize leadership so that subordinate will voluntarily support the leader's program. The management of conflict which is carried out determined by the character of the conflict management style that is implemented by a leader. There are five modes of handling competing interpersonal conflicts, collaborating, compromising, avoiding and, accommodating. They were first introduced by Blake and Mouton, and reinterpreted by Thomas Kilman. Furthermore, it was also encountered conflict integrating (problem-solving), dominating (forcing), compromise, obliging (smoothing), avoiding.

The conflict management style of the leader of the university, in general trends in conflict management style including dominating (forcing), in the academic field tend to compromise, all problems were done together though it sometimes tends to the leadership decisions were more dominant. The leader of faculty 1, 3 and 6 tend to be the same as the leader of the university, but it only in it's the faculty environment, for faculty 2 and 4 collaborating, for faculty 5 tend to implement avoiding style. For the three obligations of college which included the academic field, all they were administratively centrally in the Section of Administration and Students Field with the role of operators from the faculties and each of study programs, the leader of the university that oversees was passive, so the researcher found difficult to determine including which handling it, it is also cited by Large Conflict Resolution, Transformation, Reconciliation and Development.

The human resources field and the structure and infrastructure, the leader of University who commutated well and compromising, both in solving employee problem and funding even though the decision dependent on the top leader. This students' field had been a tribal conflict but it was not serious then the handling was done by involving the security because the leader of the university for students' field used avoiding model, in fact, it is not quite right, but the top leader to compromise with the security to overcome the conflict.

5. Conclusion

The effectiveness of conflict management that was implemented at Wisnuwardhana University, it is not necessarily can be applied at other private universities because of different characters but it must be remembered that college is a nonprofit. Accuracy in the handling of conflicts in the university cannot say the best results, the success certainly showed a well categorized and useful to support the education field into relations of the State to achieve educational goals.

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