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The implementation of conflict management in a democratic society (Conceptions, Principles and Strategies for Conflict Management)

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Abstract

The plurality of citizens is recognized as a very easy condition for conflict. Conflict in the social perspective of society is a dynamic manifestation of complex and heterogeneous social life. Conflict has two meanings, namely positive and negative. Conflict will have a positive impact if the conflict can be managed properly. Conflict is always present in each community as part of the dynamic process of life together. To generate positive conflict resolution requires a strong commitment from all parties, especially government apparatus and by using appropriate conflict resolution methods in accordance with the characteristics (sources and issues) of conflict, ethnicity and social structure of society. While a failure to manage the conflict will have a very bad impact on efforts to build social harmonization.

Keywords: Management; Conflict; Democratic; Society

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1. Introduction

It has become the nature of human beings who are born to have differences between one another. Various differences among humans are also as a marker of the character of each individual and the uniqueness of human beings.

The perspective arrangement of nature of human beings consist the elements of soul and body. Each element of soul and body has a need that requires balanced fulfillment in order to ensure the health and continuity of the motion of both elements. Therefore in every human being there is always a desire to meet the needs in line with its existence. These two elements are united inside of every human being. The separation between the elements of body and soul means the ending of life to enter the next realm of life. While in the perspective of nature, inside human beings there are two characters, they are as individual beings and social beings (*zoon politicon*). These two natural characters encourage human beings to interact with other humans. The interactions built besides to meet the needs of the position of nature and also its nature.

The potential and various interaction patterns built and the knowledge possessed by humans will influence and form the personality of each human being. Gillin and Gillin (Soekanto, 2002) assert that personal differences as well as groups in the form of bodily differences, emotions, cultures, languages, patterns of behavior, types and levels of needs and others contribute to sharpen differences till bring to contradictions or dispute (*conflict*).

In each social structure occurs a social events in the form of interaction and interrelation between individuals or between groups, which will deliver to various forms of relationship, both the associative and the dissociative (unity or conflict). That's why conflict is always present in every interaction between humans, so conflict is actually a natural thing that happens in human life. However, it is not uncommon to see conflict as a symptom or an unnatural phenomenon and dangerous which should be prevented and avoided as far as possible because it will result in division and destruction (negative). However, in line with the progress of management science, conflict is also regarded as a natural symptom that can lead to progress, awareness (positive) depending on how to manage it.

The State of Indonesia as the home of a large family of nations wherein the various tribes inhabited with all the features and its multicultural characters store a myriad of extraordinary diversity. Such a condition is sociologically a gift of God as wealth and a very expensive social modal. But on the other hand such condition is also very vulnerable to competition, and even conflict if it is unable to optimally understand and aware of such conditions. National harmony is endeavored to be stronger, which inward must build an advanced, safe, orderly, peaceful and prosperous society and outward ready to compete with other nations in an increasingly competitive world (Socialization Team of National Insight, 2004).

Sensitive and careful attitude as well as the attitude to early detection of the potential and possibility of rubbing by the parties who want social instability and social friction in various communities of life should be observed and responded quickly and accurately either by the citizens themselves or by the government through various instruments such as the Unitary State Agency and Politics, Police, TNI through its territorial apparatus and so on. The point of early detection and understanding the pulse of social life is very important.

Conflict with all its forms and characteristics, is something that can be latent and actual that potentially occurs anywhere and anytime. For the party or certain groups that have the role of controlling or leading the social community, the conflict must be interpreted, detected and managed appropriately. Therefore, for people who have central role (leaders, managers, figures, etc. even citizens) knowledge and skills in understanding and managing the conflict is very important to own and master. Thus, a good understanding of the conflict characteristic is an important need especially for those who have important positions in the group / society and government apparatus.

Heterogeneity of ethnicity in society is a strong factor supporting the occurrence of conflict. Based on existing data, social conflicts have ups and downs of cases and escalations, both conflict issues/patterns and conflict sources.¹ Based on these data the understanding of conflict management is a fundamental requirement in heterogeneous and democratic society.

This paper will be limited to discussing a number of issues related to the conflict, which are drafted and presented in a substantive manner as follows: concept of conflict and conflict management; sources of conflict; types of conflict; forms of conflict; alternative models and conflict resolution steps.

2. Discussion

2.1. Concept of conflict and conflict management

The term conflict comes from the Latin "*configure*" which means to hit each other. The word Configure is then adopted into English as "*conflict*". Conflict in English is then adopted (absorbed) into Indonesian into "*konflik*". Daryanto (1997) conflict is defined as contradictions, disputes, disagreements, dissimilarities of opinions or views. Conflict, in Great Indonesian Dictionary (2002) is defined as disputes, disagreements, and contradictions. Sociologically, conflict is defined as a social process between two or more people (or groups) where one of the party attempts to remove the other by destroying or making it powerless.

Wirawan (2010) conflict is a process of contradiction expressed by two or more parties which are interdependent on the object of conflict by using patterns of behavior and conflict interaction that produce conflict output. It is interesting to observe from the opinion of the conflict contained some substance as follows: 1) There are differences or contradictions. Each conflict has its own characteristics associated with its input,

¹ Based on the clustering of issues / patterns of social conflict in 2013, 2014 and 2015 (mid-January to April) as follows: In 2013 there were 92 conflict incidents, including clashes among citizens 37 cases, security issues 16 cases, SARA 9 cases, social gap 2 cases, conflict in educational institutions 2 cases, ORMAS conflict 6 cases, land dispute 11 cases, and political excesses 9 cases. Whereas in 2014 the total number of conflict 83 cases with details of clash between citizens amounted to 40 cases, security issues 20 cases, SARA issue 1 case, ORMAS conflict 3 cases, land dispute 14 cases, excesses political conflict 4 cases. Lastly in 2015 (mid-January to April) the total number of conflicts 26 cases, with details of clashes between citizens 8 cases, security issues 9 cases, ORMAS conflict 1 case, land dispute 6 cases, and last conflict due to excesses politics amounted to 2 cases. Based on conflict sources (Law 7/2012) in 2013, 2014, and also in 2015 (mid-January to April), recapitulation of social conflict events that occurred in 2013 include the problem of 'Ipoleksosbud' the most dominant issue with a total of 71 cases, SARA dispute 8 cases, and Natural Resources/ Land disputes 13 cases. Meanwhile, in 2014, the conflict problem that is sourced by 'poleksosbud' is 68 cases, SARA dispute 1 case, and natural resources / land dispute 14 cases. Lastly in 2015 in the middle of the quarter, social conflicts sourced by 'Ipoleksosbud' amounted to 20 cases, SARA disputes zero (no), and natural resource/land disputes 6 cases. (Andreas P. (2017) 'Listening to Social Conflict in Indonesia.') <http://theglobal-review.com/menyimak-konflik-sosial-di-indonesia>), 27 September 2017.

process, and output. 2) Involves two or more parties. Beyond personal conflicts, almost all conflicts involve more than one party, both horizontal and vertical. 3) Presence of conflict object. Every conflict is always a conflicted object. The conflict object will also color the types of conflicts occurred. 4) Conflict interaction. In each conflict the parties always interact to both parties and third parties. Conflict interaction can be a manifestation of discomfort, emotion, shame and various other forms as a means of exiting or ending conflict. 5) Conflict output. Any conflict of form and level will always want to be terminated immediately by the parties. Termination of this conflict will result in either acceptable or unacceptable conflict output into the terms win-win solution, win and lose solution, lose and lose solution or a certain social change.

Realizing conflict as part of life reality, the conflict must be managed, controlled and resolved even though the outcome appears to be a new conflict if comprehended from the Hegel model (thesis, antithesis, synthesis as a new thesis). Control and management of such conflicts is known as conflict management.

The term management in English is "*management*" which means 1 director, leadership, (Jhon. E Chols and Shadilly, 1993). The word management is then adopted into Indonesian "*manajemen*" which means the process of using resources effectively to achieve the targets; leaders who are responsible for the running of companies and organizations. The word management in the context of this writing is defined as the activity of managing something in accordance with the character of the object being managed in order to produce a good output.

Viewing from the aspect of a good and correct language often found inconsistency in the word management. For example; the writing of "managemen" by Muchdarsyah Sinungan (1991) in his book "Dasar-Dasar dan Teknik Managemen Kredit" (Fundamentals and Techniques of Credit Management). The writing of the terms is done in a semi-foreign. Departing from these differences the writing of words in this paper consistently uses the word 'manajemen' (management) in accordance with the sound of speech and spelling.

Conflict management is a process whereby the parties to the conflict or third parties formulate strategies and implement them to control conflict in order to produce the desired resolution (Wirawan, 2010). Thus the core of conflict management is *how to use conflict and other related aspects managed to produce the desired conflict resolution*. Whatever the source, the form and the cause of the conflict, a conflict should be well managed. The management on conflict will eventually emerge two options, works well in the form of harmony and obedience and unsuccessful that leads to division and hostility and even able to kill each other between the parties.

Managing conflicts that are easy, precise and good certainly require the support of multiple devices or means. In managing the conflict requires "qualified" human resources, proper and correct understanding of the sources and causes of conflict, legal instruments (legal norms, polite and courteous, religious, and agreement with wisdom) for appropriate and equitable conflict resolution. The introduction and understanding of conflict management and national awareness will help the realization of harmony in the life of the nation and state (Socialization Team of National Insight, 2004).

In another perspective the existence of conflict will make the life feel more creative and dynamic instead of stagnant, and as an indication that we live and have life. The essence of conflict management is to build and develop the mechanisms of conflict management with the aim of preventing the development of conflict into violence, division (dissociative) and socially, economically and ecologically destructive, transform into

constructive and cooperative social relations (associative). Conflict management is a process, an art as well as a science, where conflict management is a rational and interactive part of thought, it means that approaches, models, and techniques in conflict management are constantly evolving, refining toward representative and ideal models and techniques.

2.2. Digging causes of conflict

Effective resolution of a conflict often requires that the sources and factors driving the causes of conflict to be properly and appropriately understood. Inaccurate understanding on the source of the causes of a conflict can lead to ineffective management of the conflict and may even widen and sharpen the conflict.

According to Munthe and his friends (2003) the causes of conflict can be grouped into three categories, namely individual characteristics, general conditions that arise among people and groups, as well as the design and structure of the organization itself.

2.2.1. Individual characteristics

Everyone has a distinctive personality which is a differentiator that affects his behavior. Individual differences among people that may be able to engage a person in a conflict include:

2.2.1.1. Values, attitude, and beliefs

Our feelings about what is right and wrong, and predisposing to positive or negative actions to an event can easily become a source of conflict. The values held can create tensions among individuals and groups within an organization. For example, trade union leaders tend to have different values with managers.

2.2.1.2. Needs and personality

Conflict arises because of the huge differences between the needs and personalities of each person, which can even lead to interpersonal feuds. There are often cases where people with high power and achievement tend to be less likely to cooperate with others as they think personal achievement is more important, so this will certainly affect other parties in the organization.

2.2.1.3. Perception differences

Perceptions and judgments can be the cause of conflict. For example, if we consider a person as a threat, we can become defensive towards that person. On the other hand, he also assumes that we are unfriendly, so the potential for conflict arise by itself. Conflict can also arise if people have wrong perceptions, like stereotyping (stigmatizing) others or making false fundamental accusation. Perception differences are often in an ambiguous or vague situation. Lack of information and knowledge about a situation encourages perceptions to take over in providing a judgment of the situation.

2.2.2. Situation factors

2.2.2.1. Opportunity and need to interaction

The possibility of conflict will be very small if people are physically separated and rarely interact. As the more association among the parties involved, the more binding the potential for conflict will be. In the form of active and complex interactions such as *joint decision-making*, the potential for conflict even increases.

2.2.2.2. Need for consensus

For instance, there are many things where managers from different departments must have mutual consent; this will suppress the minimum level of conflict. Yet, there are also many things where each part / unit must conduct the consensus together. As there are so many parties involved in such matters, the process toward reaching consensus is often preceded by the emergence of conflict.

2.2.2.3. Dependency of one party to another

In such a case, if one party fails to carry out the duty, the other party will be affected as well, resulting in more frequent conflict.

2.2.2.4. Status differences

When a person acts in ways which is not congruent with his status, a conflict may arise.

2.2.2.5. Communication barriers

Communication as a medium of interaction among people can easily become the basis of conflict. It can be said, communication as a double-edged sword: the absence of communication can lead to conflict, but on the other hand, communication itself can be a potential conflict.

2.2.2.6. Ambiguous responsibilities and jurisdictions

People with clear positions and responsibilities can recognize what is required of themselves. When there is an ambiguous responsibilities and jurisdictions, the possibility of the conflict becomes greater.

2.3. Design and structure of organization

Design and structure of organization exert influence on the occurrence of conflict. In an organization the systems built such as centralization, gaps, control systems and others. The establishment of tiered structures which are conducted in unfair and transparent way can often lead to conflict. Soetandyo (2008) stated, the establishment of social class or stratification in society which ultimately to strengthen dominance of class also plays a significant role to deliver various conflicts. Therefore, by mastery through social class will always be a latent and actual source to be able to deliver conflict if not followed by a fair circulation in the mastery and journey / welfare circulation in life.

Conflict in community interaction is a result or a way out taken by an individual or a group if between two or more parties do not find an acceptable solution to the parties. Conflict as a condition in which the parties have differences in a situation or interest and conflict may arise as a result of several factors. By observing the above description, the conflict may develop for the following reasons: 1) Ambiguous job limits. 2)

Communication Barriers. 3) Time pressure. 4) Unreasonable standards, rules and policies. 5) interpersonal disputes. 6) Status Differences. 7) Unfulfilled expectations

Koentjaraningrat (1975) says there are at least 4 types of sources of conflict in a plural society: 1) There are competitions among ethnic groups in obtaining the source of life. 2) There are ethnic groups that impose culture to other ethnic groups. 3) There are religious groups that impose its teachings to other religious groups. 4) There is a potential for deep-rooted conflicts within the society.

The type of conflict source proposed by Koentjaraningrat is one of the factors causing the conflict from an anthropological perspective / point of view. Actual sources of conflict in various regions have always revolved around these four issues.

In social reality, the source of conflict is not always single, it can also be a linkage (sequential and linkage) that can result in a prolonged handling of the conflict. In such situations sometimes still aggravated by personal and group selfishness because it feels as a party that has advantages in some ways by showing behaviors that lead to a show of force. In such conditions the insight on alternative models of conflict resolution in accordance with the characters / types of the conflict is necessary.

Conflict as a reality of the outcome of the interaction process between subjects is about to happen if: a) There are two or more parties engage in conflict; b) There is an issue or reason in question / contested as the reason for the conflict; c) The willingness, consciousness, and ability of the parties to take action of conflict; d) There are opportunities that encourage the parties to take action of conflict.

2.4. Types and drivers of conflict

Types and drivers of conflict are commonly seen from the conflicting subjects that can be identified as follows.

2.4.1. Conflict within the individual

Conflict within a person may arise in the event of an overloaded case where he is burdened with too much work responsibilities, and can also occur when faced with a point where he must make decisions which involve choosing the best alternative.

2.4.2. Interpersonal conflict is a conflict between one individual and another

Interpersonal conflicts can be substantive or emotional, even the main case of conflict faced by managers in terms of interpersonal relationships as part of the managerial task itself

2.4.3. Intergroup conflicts

Intergroup conflicts are familiar to any organization, and these conflicts lead to the difficulty of coordination and integration of activities related to tasks and work. In each case, intergroup relationship should be managed as best as possible to maintain collaboration and avoid all dysfunctional consequences of any conflict that may arise.

2.4.4. Inter-organization conflict

This conflict is often associated with competition that arises among private companies. The inter-organization conflict is actually related to an even bigger issue, such as disputes between trade unions and companies. In each case, the potential for conflict involves individuals representing not only internal or group subunits but the organization thoroughly.

2.4.5. Conflict between organizations

Conflict between organizations is a conflict involving two or more parties with much larger components involved. Organizations can be formal or non-formal organizations, for example between gangs, between groups of religion followers of certain streams with other streams, between certain ethnic and others ethnic and so on.

The higher the intensity of the conflict and the more quantity of parties involved the more difficult to manage well except in the involved organizations have strict systems and structures of organization for their members.

While some of the factors driving the conflict according to Socialization Team of National Insight (2004) are: a. The willing to actualize potential issues in question and contested; b. Here is chance for weaknesses on prevailing social ethical norms and values; c. Violation of social norms and ethics; d. External party involvement (provocateurs, unilateral support, prejudice of presence and role); e. No external figures as enemies or common threats; f. Impact and utilization of circumstances; g. Undelivered accumulation of potential to conflict; h. Presence of prejudice due to inequality; i. Presence of conflicting parties; j. Ambition or motive to gain profit

2.5. Forms of conflict

As has been pointed out at the beginning of the sub-discussion above, that conflict is something very natural and normal. Thus, conflict as a social reality cannot be eliminated or avoided, but it must be managed as well as possible to get a positive conflict resolution (outcome). Good and appropriate conflict management must be based on analysis and a proper study on the object of conflict / conflict sources, the type or form of conflict, the objectives of conflict management as well as the parties involved and those concerned with the conflict.

Soekanto (2002) stated, kinds or forms of conflict can be distinguished as follows: 1. Personal conflicts. 2. Racial conflicts. 3. Conflict between classes. 4. Political conflict. 5. International conflict.

The forms of conflict proposed by Soekanto are a common form of conflict based on conflicting parties that still require an explanation of each form. However, these forms are the realities of various forms of conflict that have occurred so far.

The forms / kinds of conflicts in the views of Wirawan (2010) can be classified into several criteria, for example based on the background of occurrence, the parties involved, as well as the substance of the conflict.

2.5.1. Personal conflicts and interpersonal conflicts. This conflict is based on the number of parties involved

- a. Personal conflicts: conflicts that occur in a person because they have to choose from a number of alternative options available. Personal conflicts also occur on someone who has multiple personalities.
- b. Interpersonal conflict: Conflicts that occur within an organization or a certain scope.

2.5.2. Constructive and destructive conflict

- a. Constructive conflict (productive) is the conflict in which the process by the parties leads to the search for solutions about the substance of the conflict.
- b. Destructive conflict (counter productive), i.e. the parties to the conflict are inflexible or rigid. The rigid of these parties are because the conflict is narrowly understood merely to defeat one another. Destructive conflict will estrange the relationship of the parties so that the substance of the conflict cannot be found the point of understanding.

2.5.3. Conflict in the life field

Conflict can also be grouped by life field as the object of conflict. In reality a conflict in life is not independent, but interconnected with each other so it is very difficult to distinguish as a particular conflict. The following conflicts are divided according to the prevailing areas of life to examine and review the life of the Indonesian nation: Economic conflicts; Political conflict; Religious conflict; Social conflict; Cultural conflict; Race / ethnic conflict; and others.

Any conflicts occurred should be able to find the source. According to Heidjrachman Ranupandojo and Suad Husnan (2002) there are several ways that can be used to find conflicts or sources, namely:

- 1- Create a conflict resolution procedure (*grievance procedure*): By the "*grievance procedure*", it encourages members to complain if it is felt that there is injustice. The courage to immediately inform the problem is an advantage to the organization.
- 2- Direct observation: Not all conflicts are addressed by employees. Therefore, the observational acumen of the leader will be able to detect the presence or absence of a (source) of conflict, so that it can be handled immediately before escalation.
- 3- *Suggestion box*: This way is widely used by companies or other institutions. This method is quite effective because the members or the complainants do not need to meet face to face with the chairman. It can even conceal his/her identity. However, agencies should also be cautious because of the possibility of "libel" from the suggestion box.
- 4- Open door politics: Open door politics are often announced, but the results are often unsatisfactory. This frequently happens because the leaders are not really in "opening" the door. At least this is felt by employees. Also the reluctance of the employee often becomes a barrier to the success of this kind of way.

- 5- Appoint the personnel consultant: Personnel consultants are generally an expert in psychology and are usually staff of the personnel department. Sometimes employees are reluctant to go to their bosses, but can tell their difficulties to this psychology consultant.
- 6- Appoint "ombudsman": The Ombudsman is the person in charge of helping "listen" to difficulties experienced by employees to be notified to the chairman. The Ombudsman is usually a respected person because of his honesty and fairness.

2.6. Alternative Models and Conflict Resolution Steps

In a sociological perspective, social processes can take the form of *an associative processes* and *dissociative processes*. An associative social process is directed at the realization of values such as social justice, compassion, concord, solidarity, togetherness, harmony and others. On the contrary, dissociative social processes lead to the creation of negative or social values, such as hatred, hostility, egoism, pride, contradiction, division and so on. Associative social processes can be said to be a positive (constructive) process that provides benefits. Dissociative social process is also called a negative process (destructive) that is resulting in division, hostility, fights and others. Therefore, an associative social process (positive) can be used as attempt resolution to resolve the conflict.

In various studies the usual forms of conflict resolution models are conciliation, mediation, arbitration, coercion, and detente. This sequence is based on the habits of people looking for a problem solving, the informal way first, then the formal way, if the first way does not bring any result then the most extreme way of coercion will be taken. Satjipto (2010) illustrates the informal way is a solution that puts the righteousness of the parties on the basis of existing values of justice built by the community. This method puts more emphasis on finding justice based on the principle of equality and propriety and preventing coercion. They are given the freedom to find their own way of punishment which has so far formed harmony and justice. There are several models of conflict resolution.

2.6.1. Conciliation

Conciliation is derived from the Latin *conciliation* or peace that is a way to bring together disputing parties in order to reach a mutual agreement to make peace. In this process the interested parties may request third party assistance. But in this case the third party is not in charge thoroughly and complete. They only give considerations they consider good to both disputing parties to stop their dispute.

2.6.2. Mediation

Mediation comes from the Latin word *mediatio*, which is a way to resolve the dispute by using a mediator. In this case the function of a mediator is almost the same as a conciliator. A mediator also has no authority to make binding decisions; the decision is only consultative. The parties to the dispute themselves must take the decision to stop the dispute. The mediator acts proactively to communicate both parties and provide the best

view if the parties can solve the problem. The mediator should be able to lead both parties to a satisfactory resolution (*the Java language : legowo*) on the difference or conflict between the parties.

2.6.3. Arbitration

Arbitration comes from the Latin word *arbitrium*, meaning the settlement of disputes through the courts, with a judge (arbiter) as a decision maker. Arbitration is different from conciliation and mediation. An arbitrator may give a decision binding on both parties to the dispute, meaning the decision of a judge (arbitrator) must be obeyed. If one party does not accept the decision, he may appeal to a higher court until the highest national court institution. Disputants do not always need to formally seek decisions through courts.

In ordinary matters and on a narrow scope, the parties to the dispute are looking for a person or a private agency as an arbitrator. The informal way is often taken in races and matches. In this case acting as arbitrator is a referee.

2.6.4. Coercion

Coercion is a way of resolving conflict by using physical or psychological coercion. When psychological coercion is unsuccessful, physical coercion is imposed. Parties who used to use coercion are strong parties, those who feel confident to win, even able to destroy the opponent / enemy. It is this party that determines the conditions for surrender and reconciliation that the weak party has to accept.

2.6.5. Detente

Detente comes from the French word which means to loosen up. The understanding which is taken from the world of diplomacy means reducing the tense relationship between the two disputing parties. This method is only a preparation for an approach in the context of the steps to achieve peace. So there is no definitive settlement yet, no party has been declared defeated or won. In practice, detente is often used as an opportunity to strengthen oneself; Physical warfare was replaced with neural warfare. The length of the "rest" is not certain; if each party feels stronger, they usually do not step into the negotiating table, but the battlefield. Management steps to handle conflict:

2.6.5.1. Accept and identify the subject matter that causes differences or dissatisfaction

This step is very important as a mistake in knowing the real problem will lead to a mistake in formulating the solution.

2.6.5.2. Collect information / facts

The facts collected must be complete and accurate, but should also be avoided by the mixing of opinions. Opinion has entered the subjective element. Therefore the collection of facts must be done thoroughly and carefully.

2.6.5.3. Analyze and decide

Knowing the problem and gathering the data, management must begin to evaluate the situation. Often from the results of the analysis can get various alternative solutions.

2.6.5.4. Provide the answer

Though management has decided, this decision shall be notified to the parties.

2.6.5.5. Follow-up

This step is necessary to monitor the consequences of the decisions that have been made.

2.7. Conflict Management and the Strategy.

2.7.1. Conflict Management

Basically, conflict can be managed so as not to expand and bring negative impacts. In order for the conflict to be well managed, conflict management must take into account the following principles of conflict management:

2.7.1.1. Discipline

Maintaining discipline can be used to manage and prevent conflict. Know and understand the rules that exist within the organization. If it is unclear, they should seek help to understand it.

2.7.1.2. Consideration of Experience in the Stages of Life

Conflict can be managed with support to achieve goals in accordance with experience and stages of life. For example; Successful junior nurses can be promoted to follow a higher level of education, while high achieving senior nurses may be promoted to higher positions.

2.7.1.3. Communication

A good communication will create a conducive environment. An effort that managers can do to avoid conflict is to apply effective communication in daily activities that can eventually be used as a way of life.

2.7.1.4. Active listening

Active listening is important for managing conflict. To ensure that they have the right understanding, they can redefine the issues of employees as a sign that they have been listening.

2.7.1.5. Strengthening collective bonds of citizens

Such as tolerance, ideology and the importance of awareness to cooperate among the parties.

2.7.2. Strategies to manage conflict

Strategies to manage conflict can be conducted in several ways commonly used so far. An accurate strategy is necessary to avoid the conflict may not widen and sharpen. Some offered strategies are:

2.7.2.1. Avoid

Avoiding conflicts can be made if issues or problems that trigger conflict are not very important or if the potential for confrontation is out of balance with the consequences it will cause. Avoidance is a strategy that allows conflicting parties to calm down.

2.7.2.2. Accommodate

Give others the opportunity to set problem-solving strategies, especially if they are important to others. This allows for cooperation by allowing them to make decisions. Parties who are part of the conflict can accommodate others by placing the needs of others in the first place.

2.7.2.3. Competition

Use this method if you believe you have more information and more expertise than others or when you do not want to compromise your values. This method may trigger conflict but may be an important method for security reasons.

2.7.2.4. Compromise and Negotiation

Each gives and offers something at the same time, give each other and receive, and minimize the shortcomings of all parties that can benefit all parties.

2.7.2.5. Understanding of social structures

Understanding of social structures and non-formal leadership models (character roles) in conflict-affected communities and the main issues that cause conflict. Understanding these will make it easier to find the right strategy for managing conflict.

3. Conclusion

- 1- Conflict in the modern view is a common thing in human life as an excess of interaction and social structure. With the conflict people's life become dynamic, therefore conflict must be well managed and appropriate to produce positive, associative, integrative conflict resolution and lead to positive change.
- 2- The causes of conflict in the society are varied, influenced by the heterogeneity of society as well as the social structure, economic, political and people's faith. But in general the causes of conflict include: unclear job descriptions, communication barrier, time pressures, standards, unclear policies, status differences, and unattainable expectations.
- 3- In principle, a conflict can be prevented or managed by applying discipline, effective communication, and mutual understanding between citizens.

- a. Approaches in conflict resolution depend on: 1. Conflict itself; 2. Characteristics of the people involved; 3. Individual expertise involved in conflict resolution; 4. The importance of conflicting issues; 5. Availability of time and effort.
- b. Alternative models for ending conflict: 1. Conciliation; 2. Mediation; 3. Arbitration; 4. Coercion; 5. Détente

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