

Organizational Conflict Management in Islamic Education Perspective

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Abstract

The indicator that an organization or educational institution does not stagnate is the existence of appropriate conflict management in its management so that it can develop and achieve the goals of the organization effectively and efficiently. This requires good leadership, especially for a leader who must control conflict at a moderate level so that the organization becomes dynamic and achieves high effectiveness. If a conflict arises at the highest level, it is feared that the organization or educational institution will be difficult to control, even the most fatal thing is that the entire potential of educational institutions is used to find conflict solutions. This is what will harm educational institutions and can even fail to achieve common goals and objectives. The type of research in this study is a type of qualitative research and is library research. Therefore, due to the nature of this research is library research (library research). So the data collected and analyzed are entirely taken from literature and other documentation materials such as magazines, journals, and so on. This is where the role of organizational conflict management in the perspective of Islamic education is needed in discussing the concept of conflict management in education with sub-discussions: conflict and its problems, sources and types of conflict, the influence of conflict on educational institutions, and efforts to overcome conflict in Islamic education based on the Qur'an and Assunah.

INTRODUCTION

In the explanation of God's word that humans have the nature of complaining, that in fact humans are created to complain if they are afflicted with misery and misery. When he is afflicted with trouble he complains and when he gets good, he is very stingy. (Surah Al-Ma'arij 19-22)

It has become a necessity that along with developments in meeting needs, the rapid mobility of human life, we meet a lot of brothers and sisters. around us who are not able to survive the problems and failures in the reality of their lives, not even a few of those who have succeeded are sometimes late, afraid that failure will happen to them too. People who fail, afflicted with disasters, complicated problems and disasters, are not able to face and

accept patiently and trustfully, constantly complain and use shortcuts by taking sedatives and even narcotics are used as a kind of antidote to their anxiety, although that does not make them change their mind. things get better. But on the contrary, it made him sink even more into restlessness and failure. Furthermore, various new diseases and problems emerged in him, "stress". Stress is easy to hit in life, especially at this time, where busyness is related to work and family, as if there is no end.

Various problems that always occur in life alternately sometimes make us feel burdened and become stressed. Stress is indeed something that is difficult to avoid, it is *sunatulloh*, but that does not mean it cannot be overcome. As long as humans live, stress can never be avoided. Then we will understand and accept that in our lives there will always be stress. No one can totally avoid stress. Likewise with conflict, especially in organizations which consist of individuals with various ethnic backgrounds, religious groups and different interests, there is not a single society that has never experienced conflict between its members or with other community groups, conflict will only lead to conflict. disappears along with the loss of society itself. Likewise in every organization that involves many individuals with various kinds of problems of each, besides there is a cooperative process to achieve organizational goals, it is not uncommon for differences of opinion to occur, roles in the organization are interpersonal incompatibility and conflicts that can lead to conflict. In any form of organization, it is undeniable that there are often conflicts, both hidden and those that have emerged openly. Thus, conflict is a natural thing in an organization, including in educational institutions.

Although conflict is a natural thing, it still requires good and planned and directed conflict management so that conflict does not become a gate of destruction for an educational institution. This is where the role of organizational conflict management in the perspective of Islamic education is needed in discussing the concept of conflict management in education with sub-discussions: conflict and its problems, sources and types of conflict, the effect of conflict on educational institutions, and efforts to overcome conflict in Islamic education based on the Qur'an and Assunah.

METHOD

The research method in this study is a type of qualitative research and is *library research*. Therefore, due to the nature of this research library research (*research library*). So the data collected and analyzed are entirely taken from the literature and other

documentation materials such as magazines, journals, and so on. (Wijaya & Ehwanudin, 2021)

In general, descriptive qualitative research does not use hypotheses (non-hypotheses) so that in research it is not necessary to formulate hypotheses. More specifically, this research makes a reflexive and open approach, namely data collection, theoretical concept development and literature review takes place in a continuous cycle process. (Suharsimi Arikunto, nd)

FINDINGS AND DISCUSSION

The word conflict comes from the Latin *configere* which means to each other hit. In a sociological view, conflict is defined as a social process between two or more people (it can also be a group) in which one party tries to eliminate the other party by destroying or making powerless. Conflict can also be interpreted as a relationship between two or more parties (individuals or groups) who have different goals or interests. So the conflict can be said to be a conflict between what is expected by someone from himself, another person or an organization that is different from the reality of what he expects.

According to Gibson (Gibson, James L., nd, 347), in addition to being able to create cooperation, interdependent relationships can also lead to conflict. This happens if each component of the organization has its own goals or objectives and does not coordinate and cooperate with each other. Opinions of James AF Stoner and Charles Wankel in Wirawan (Wirawan., nd, 22) it is known that there are five types of conflict including: a). Intrapersonal Conflict. Intrapersonal conflict is a person's conflict with himself. Conflict occurs when at the same time a person has two desires that are impossible to fulfill at once. b). Interpersonal Conflict. Interpersonal conflict is a conflict between a person and another person because of a conflict of interest or desire. This can happen between two people with different statuses, positions, fields of work and so on. This interpersonal conflict is a very important dynamic in organizational behavior. because this kind of conflict will involve several roles of several members of the organization that can affect the process of achieving the goals of the organization. c). Conflicts between individuals and groups. It is often related to the way individuals deal with the pressures to achieve conformity, which are imposed on them by their work groups. For example, it can be explained that an individual

can be punished by his work group because he cannot reach the productivity norms of the group to which he belongs. d). Conflict between groups within the same

organization. This conflict is a type of conflict that often occurs in organizations. Conflicts between lines and staff, workers and workers, then this type are two kinds of conflict areas between groups. e). Conflict between organizations. For example in the economic field where the United States and other countries are considered a form of conflict, and this conflict is usually referred to as competition. This conflict based on experience has resulted in the development of new products, new technologies and new services, lower prices and more efficient use of resources.

Conflict is a dynamic process, not a static condition. Conflict has a beginning, and goes through many stages before ending. There are many good approaches to explain the process of a conflict, including the opinion of Luthans (Luthans, Fred., nd, 140) as follows: a). *Antecedent Conditions or latent Conflict*. A condition that has the potential to give rise to, or initiate an episode of conflict. Sometimes aggressive actions can initiate a conflict process. *Antecedent conditions* can be invisible, not so obvious on the surface. It should be noted that these conditions do not necessarily initiate the process of a conflict. For example, the pressure that a company's production department exerts to keep costs down can be a source of frustration when a sales manager wants production to be increased to meet an urgent market demand. However, conflict does not necessarily arise because both parties do not insist on fulfilling their respective desires. This is where the conflict is said to be latent, that is, it has the potential to arise, but in reality it does not occur.

b). *Perceived Conflicts*. For conflict to continue, both parties must recognize that they are under threat to some extent. Without this feeling of being threatened, one party may do something that has a negative impact on the other party, but is not recognized as a threat. As in the case above, if the sales manager and production manager have common wisdom in dealing with urgent market demand problems, it is not conflict that will arise but good cooperation. But if the behavior of the two causes disagreement, the conflict process will tend to continue.

c). *Felt Conflict*. Perception is closely related to feelings. Therefore, if people feel there is a dispute, both actual and potential, tension, frustration, anger, fear, and anger will increase. This condition begins to doubt the trust of the other party, so that everything is considered a threat, and people start thinking about how to deal with these situations and threats. d). *Manifest Conflict*. Perceptions and feelings cause people to react to the situation. So many forms of reactions that may arise at this stage are various arguments, aggressive

actions, or even the emergence of good intentions that result in constructive problem solving. e). *Conflict Resolution or Suppression*. *Conflict resolution* or the outcome of a conflict can arise in a variety of ways. The two sides may reach an agreement ending the conflict. They may even begin to take steps to prevent a recurrence of the conflict in the future. But sometimes there is a reference (suppression) of the conflict itself. This occurs when both parties avoid violent reactions, or try to simply ignore them when a dispute arises. Conflict can also be said to be finished if one party succeeds in defeating the other party. f). *Alternative Conflicts*. If the conflict is resolved, there will still be feelings left. Sometimes a feeling of relief and harmony occurs, such as when a new policy is produced that can clear up problems between the two parties and can minimize conflicts that may occur in the future. But if what remains are feelings of uneasiness and dissatisfaction, this can be a potential condition for another period of conflict. The key question is whether the parties involved are more likely to cooperate, or are more distant as a result of the conflict.

Thus, organizational conflict can have two good and bad impacts as stated by Alex Nitisimo that conflict can have a positive impact and a negative impact. (Muliati, 2016, p. 48) The positive impact will bring benefits to employees, organizations/educational institutions, and negative impact will bring losses. The positive impacts of conflict include: (1) the ability to self-correct, (2) improve performance, (3) a better approach, (4) develop better alternatives. While the negative impacts of conflict are: (1) inhibiting cooperation, (2) subjectivity and emotionality, (3) a priori, (4) dropping each other, and (5) frustration

for conflict resolution Stevenin's opinion in Handoko (T. Tani Handoko, tt, hlm. p. 48) there are five basic stages in overcoming difficulties, among others: a). Introduction. The gap between existing or identified conditions and what conditions should be. The only trap is the error in detecting (ignoring the problem or assuming there is a problem when in fact there is not). b). Diagnosis. This is the most important step. The correct and tested method of who, what, why, where, and how worked flawlessly. Focus on the main problem and not on the unimportant. c). Agree on a solution. Gather input on possible solutions from the people involved. Select solutions that are not applicable or impractical. Never finish in a way that is not too good. Look for the best. d). Implementation. Remember there will always be advantages and disadvantages. But be careful not to let these considerations unduly influence the choices and direction of any particular group. e). Evaluation. The solution itself could give rise to a whole new set of

problems. If the solution doesn't seem to work, go back to the previous steps and try again.

According to Mangkunegara (A. Anwar Abu Mangku Negara, nd) explained that managers or leaders and employees have several strategies in dealing with and resolving conflicts, including: a). Dodge. Avoiding conflict can be done if the issue or problem that triggered the conflict is not very important or if the potential for confrontation is not balanced with the consequences it will cause. Avoidance is a strategy that allows the conflicting parties to calm down. The leader or manager involved in the conflict can dismiss the issue by saying "Let both parties take some time to think about this and set a date for discussion" b). Accommodating. Provide opportunities for others to develop problem-solving strategies, especially if the issue is important to others. This allows for collaboration by giving them the opportunity to make decisions. The leader or manager who is part of the conflict can accommodate the other party by putting the other party's needs first. c). Competition. Use this method if you believe you have more information and more expertise than others or when you don't want to compromise your values. This method may trigger conflict but can be an important note for security reasons. d). Compromise or Negotiation. Both parties give and offer something at the same time, give and take each other, and minimize the shortcomings of all parties that can benefit all parties. e). Problem Solving or Collaboration. A win-win solution where the individuals involved share a common work goal. There needs to be a commitment from all parties involved to support and care for each other.

Syukur's opinion stated that to overcome conflict, conflict management has several stages that must be carried out (Syukur, Fatah., nd): 1) Conflict identification; This stage is the identification stage of the problem that occurs, to determine the source of the cause and the parties involved. In identifying, we usually look at everyday events and then find challenges and whether there are contradictions in them or not. If from the beginning of the conflict we observe and be careful to change events and manage emotions, this identification stage will be able to manage conflicts that occur later. 2) Conflict Assessment; This stage is an effort to understand the condition of the conflict and whether the conflict assessment is approaching vulnerable and needs to be suppressed which creates negative impacts, or is it still at a critical point that can have a positive impact, or is just in the hidden stage, so it is necessary to provide a stimulus to approach the critical point and have an impact. positive. 3) Conflict Resolution; This stage

is an action to solve the problem, including giving a stimulus if it is still in the hidden stage and needs to be opened. The cases that occurred and the data after being assessed. By paying attention to this, the next step is to overcome or solve existing conflict problems with the best method.

In the School Management Manual there are five stages that are passed in a conflict including (Department of Education and Culture, Directorate General of Primary & Secondary Education, Directorate of General Secondary Education., tt): a. The latent (potential) stage, namely the differences in individual factors, organizational differences, and the environment which constitute the potential for conflict to arise; b. The stage of the conflict that has been felt; c. Stage of differences of opinion that are already contradicting each other; d. The open conflict stage; e. The post-conflict stage is open.

Therefore, this organizational conflict will be beneficial if managed properly, but can be detrimental if left unchecked. It is better for managers of educational institutions to be able to resolve conflicts when they are just entering the first stage, namely the latent stage which is still in the form of differences due to individual, organizational, and environmental factors

That way, conflicts can be contained as soon as possible so that they are still relatively easy to resolve. The resolution at this stage of difference, although not preventive, is a quick response solution that has a significant effect on suppressing the actual occurrence of conflict. In dealing with differences of opinion that lead to conflict, Abuddin Nata considers it necessary to develop several ethics (Nata, Abuddin., nd) including: a. Seeing differences as something to be accepted; b. Realizing that the opinion expressed by someone may contain truth or error; c. Be open, willing to accept other people's opinions, suggestions, and criticisms because our opinions may be wrong; d. Be objective, more oriented to seek the truth, and not seek justification; e. Do not view differences of opinion as contradictions or enmity, but as treasures and wealth that is very useful for solving various problems; and f. Uphold universal noble values such as brotherhood, honesty, justice, truth, and so on. If differences of opinion that lead to conflict are unstoppable, then a real conflict will occur and this phenomenon must be addressed immediately. Based on the word of Allah in overcoming conflict, it is contained in Surah An-Nisa': 35 And if you are worried that there will be a dispute between the two, then send a hakam from a male family and a hakam from a female family. If the two hakam intend to make repairs, surely Allah will give taufik to the husband and wife. Verily

Allah is All-Knowing, All-Knowing. This paragraph provides an understanding that: a) recommendations to resolve conflicts as soon as possible; b) the method of resolving conflicts is through a mediator called a hakam; c) The mediator (hakam) is a personal figure who is truly exemplary; d) Mediator (hakam), there are as many as two people who represent each party; and e) there is a strong desire to do islah (conflict resolution) from each party. The verse contains a message of resolving conflicts that occur in educational institutions.

In the next Qur'anic concept for problem solving as explained in the word of God, there are several stages to dealing with the problem of complaints and conflicts, in fact Allah has always provided a solution as an answer to the complaint, has guaranteed that giving a test or conflict as a burden of life to someone based on the ability of that person, as Allah said: *"Allah does not burden a servant except according to the ability of that person"* (Surah al-Baqarah verse 286), *Verily after that difficulty there is ease. (Surah Al-Insyiroh verse 8)* *If Allah wills something, Allah simply said: Be, then be. (Yasin verse 82)*, *Remember, only by remembering Allah, the heart becomes calm (Arradu verse 28)*, *And We (Allah) make your sleep for rest."* (Surat an-Naba' verse 9)

CONCLUSION

Conflict management requires certain skills in an effort to control it. In the concept of Islamic education, conflict is not a goal but as a means to unite various conflicting things to free human life from individual interests and from vices so that they can then be brought to the right path.

The main sources of organizational conflict arise from communication errors or distortions, organizational structure, and human factors. Another cause of conflict is the existence of different functions within the organization; There is a power struggle between individuals and sub-systems, there are differences in roles, and there is pressure imposed from outside the organization. In addition, there are several things that become a source of conflict, namely differences of opinion, misunderstanding, feeling aggrieved, and being too sensitive.

Forms of conflict are generally divided into two types, namely functional conflict and dysfunctional conflict. In addition, conflicts can be grouped into goal conflicts, role conflicts, value conflicts, and policy conflicts. If viewed based on the conflicting parties, conflicts can be classified into conflicts within individuals, conflicts between individuals in

organizations, conflicts between groups in the same organization or between different organizations.

Conflict can have a positive or negative impact, constructive or destructive. The positive impact will bring benefits to employees, educational organizations/institutions, and the negative impact will bring harm. Some of the positive impacts of conflict include: (1) the ability to self-evaluate, (2) improve performance, (3) a better approach, (4) develop better solutions. While the negative impacts of conflict are: (1) hindering the course of cooperation, (2) subjectivity and emotionality, (3) a priori, (4) dropping each other, and (5) frustration or despair.

In dealing with a conflict, a solution must be found and efforts to resolve the conflict can be carried out in several stages, including: ; (1) identification stage, assessment stage and conflict resolution stage. In the scientific paradigm, there are at least five tendencies of the scientific process in resolving conflicts, namely: (1)*integrating*, (2) helping (*obliging*), (3) *dominating*, (4) avoiding , (5) compromise . In addition, there are 4 approaches that can be used to resolve conflicts, namely: (1) confrontation, (2) using a certain style, (3) improving organizational practices, (4) making changes to the role and structure of the organization.

The concept of Islamic education is explained based on the Qur'an and Sunnah, namely by managing conflict so that it is not destructive but becomes useful. Besides, in Islam conflict resolution can be done by way of debate and deliberation and stick to the principles, among others; believe that conflicts can be overcome, behind the occurrence of conflicts there are good lessons or lessons, believe that everything happens is a test from Allah, always steadfast in facing whatever conflicts that befall us and do not give up.

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