# CONFLICT MANAGEMENT IN INCREASING ORGANIZATIONAL PRODUCTIVITY (RESEARCH AT INSAN CENDEKIA MANDIRI UNIVERSITY BANDUNG AND MANDIRI UNIVERSITY SUBANG)

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## Abstract

*Conflict management in increasing organizational productivity includes planning, organizing, implementing, monitoring, constraining and resolving conflicts. The general purpose of this research is to identify, examine and describe conflict management in increasing organizational productivity. The results showed: a) Planning, includes identifying the causes of conflict, including differences in thinking, different views, differences in understanding, leadership styles, character of leaders and managerial abilities of leaders in managing the organization; b) Organizing, includes the types of conflicts within the organization, including internal conflicts, conflicts between individuals and conflicts between groups; c) Implementation, through preventing, avoiding, handling, resolving and creating conflicts; d) Supervision of conflict management through the establishment of rules, policies, and evaluations; e) Constraints, consist of internal factors, including human resources that have not been maximized, parties who are allergic to change, rules that have not been steady, leadership ambitions, conflicts of interest, the campus is not compact with foundations and external factors include social, political changes and economy so as to cause disruption of organizational activities; f) Solutions, through raising awareness, reducing conflict, negotiating and reaching agreement. In conclusion, a well-managed conflict can generate ideas, motivation and inspiration in increasing organizational productivity*

**Keywords:** *Management, conflict, productivity, organization*

## A. Introduction

Complexity in organizations is a dynamic that cannot be avoided, differences in background create complexity in organizations to achieve their goals. This happens, among others, because of regional differences that lead to differences in character, habits, language and culture in carrying out their functions and duties, differences in organizational backgrounds create a unique and different perspective in accordance with the previous organizational culture, differences in years of work.

Human relations in achieving goals have formed a particular collection or community called an organization. Assembly and association are the rights of citizens which are guaranteed and protected by law in the jurisdiction of the Republic of Indonesia as stated in the 1945 Constitution Article 28, that: Freedom of association and assembly to express thoughts and writings, and so on is stipulated by law." The actualization of these rights can be realized through the organization by continuing to follow the applicable procedures and must comply with the applicable laws in the Unitary State of the Republic of Indonesia (UUD 45, 1945).

Likewise, through the House of Representatives (DPR) the government accommodates the community in actualizing the rights to organize, assemble and associate through Law no. 17 of 2013 concerning Community Organizations, paragraph 1 article 1, that: Community Organizations, hereinafter referred to as Ormas, are organizations established and formed by the community voluntarily based on common aspirations, desires, needs, interests, activities, and goals to participate in development in order to achieve the goals of the Unitary State of the Republic of Indonesia based on Pancasila (*UU_2013_17*, n.d.).

Organizations as a collection of people have evolved from simple to complex forms and have undergone transformations in form, size, nature, and function in achieving their goals. The larger the size of an organization, it tends to be more complex. Complexity is a dynamic in the organization, so that organizational managers must be aware that the complexity that occurs can affect the organization's processes in achieving its goals. Complexity is a potential source that can trigger conflict. Wartini

stated that:Organizational activities can be effective if individuals and other work groups are interdependent which can create working relationships that support each other, towards achieving organizational goals, trying not to create differences that will become a conflict. To create a more conducive work atmosphere, a strategy for managing conflict is needed (Wartini, 2016).

Conflict handling without knowledge is certainly different from conflict handled with science. Given these problems, management science experts formulate studies on conflict management in an effort to prevent, avoid, reduce, and resolve conflicts that occur. This is as Ismanto, that, "Conflict management is the efforts that need to be done in order; prevent, avoid conflicts; reduce risk and resolve conflicts so that they do not interfere with organizational performance" (Ismanto, 2016).

Conflicts that occur are managed in such a way that they have a positive impact and can be used to achieve goals. Kristanto, that, "Managing conflict is the process of limiting the negative aspects of the conflict while increasing the positive aspects of the conflict" (Kristanto, 2020)(Kristanto, 2020). As also Wahyu and Hidayat, who stated that "In order for conflict to remain functional, productive, and can be used as an evaluation of the continuity of the organization and make it a competitive organization, it is necessary to make conflict management" (Wahyu dan Hidayat, 2019). Many experts have studied seriously and deeply about conflict management about the extent to which the conflict causes harm, and the extent to which conflict can be a motivation that gives birth to positive and beneficial resolutions for the organization. As Anwar states 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 conflict resolution and calm, positive, creative, and agreeable things. Conflict management is a series of actions and reactions between actors and external parties in a conflict. In principle, conflicts that arise in the administration of educational units are natural and dominant. In addition, conflict is an organizational dynamic. View that an organization

without conflict is silent, static, and does not achieve the expected progress (Anwar, 2018).

Efforts to increase organizational productivity must start from conflict handling and structuring a conducive environment, therefore an organization needs to be managed by professional managers, in the sense of being able to manage conflict well. Likewise, Insan Cendekia Mandiri University Bandung and Mandiri Subang University, which are the two research locations that the researcher chose, on the grounds that these two campuses are two new universities in Indonesia which exist as old universities which were established on May 18, 1984 under the name Greater Bandung University (Unbar). The number of graduates until 2021 will reach 10145 people and are well absorbed in the world of work, while others become entrepreneurs.

Unbar's journey for 34 years experienced ups and downs, in 2018 it was revitalized and changed the manager from the Bandung Unbar Trustees Foundation (YPU) to the Surabaya Yatim Mandiri Foundation (YYM). The management of Unbar shifted from YPU to YYM, and on April 22, 2020 Unbar's name changed to Universitas Insan Cendekia Mandiri. There are three conditions that can be photographed in this study, namely before the transfer of management, in the process of transfer of management, after the transfer of management. These three conditions have different dynamics due to differences in management, namely the previous management, the process of transferring management, and the new management. Likewise, Mandiri University (UM) Subang is a new university in Indonesia under the management of the Yudistira Educational Institution Foundation (YLPY). Marger from four higher education institutions, namely three high schools and one polytechnic. The four universities include STKIP Subang, STMIK Subang, STIE Kridatama Bandung and Polytechnic Kridatama Bandung.

Subang Mandiri University as a university consisting of five faculties, certainly has a high complexity as an organization, there are three conditions that can be photographed in this study, namely before joining (marger), the process of merging (marger) and after joining (marger). become a university.

Based on this, it is important and interesting to study further because it has little effect on the organization in the process of achieving its goals. Organizational goals will not be achieved if the organizational environment is not conducive, a conducive environment will not be created if the days are decorated with conflict. One of the dynamics that emerges and is interesting to study is organizational conflict. An organization will not run well if the conflicts that arise are not managed professionally.

**B. Method**

This research was conducted at Insan Cendekia Mandiri University Bandung on Jl. Banten No. 11 Bandung and Subang Mandiri University on Jl. Marsinu No 5, Tegalkalapa Subang. This research uses a qualitative approach or naturalistic research because it is carried out in natural conditions (natural setting). This view is in accordance with Sugiyono, that "Research is carried out on natural objects. Natural objects are objects that develop as they are, not manipulated by researchers and the presence of researchers does not affect the dynamics of the object (Sugiyono, 2015).

The method used is descriptive analytic study, capturing something accurately, factual, systematic, in-depth and intensive about certain facts in the field, and data collection techniques used include observation, interviews and documentation studies. Direct observation according to Nazir, that: "The method of data collection by using the eyes without the help of other standard tools for this purpose" (Nazir, 2014). Interviews were conducted on information sources consisting of firstly primary sources, namely people who know about problems in the field, and secondly secondary sources, namely other parties who know problems such as education management experts. Informants in this study included foundation administrators, staff lecturers and students.

Furthermore, document studies are used to collect data from internal documents that can describe internal conditions such as rules, work culture, leadership style and so on. External documents can be in the

form of magazines, newspapers, or information broadcast through mass media.

## C. Finding and Discussion

### Finding

### Conflict Management Planning in Increasing Organizational Productivity

Based on the findings at the research site, the researchers obtained data that:

### Causes of Conflict

It was found that there are several factors that cause conflict, including differences in thinking between one party and another, between superiors and subordinates. As A1 said, that "Due to differences of opinion, superiors want this, their subordinates want that. There is a discrepancy of thought, understanding. I think the goal could be the same, but the process could be different". Conflict in the organization can be caused by differences in thoughts, views and understanding of a problem, or because of differences in the way to achieve goals, leadership styles, character of leaders and managerial abilities of leaders in managing an organization. The leadership style that imposes the will, the tough leadership character, and poor managerial leadership are the triggers for the birth of conflict.

The main cause of conflict is a matter of managerial management and organizational management. Another factor that causes conflict is the foundation factor as he explains as follows, "The main factor is that the foundation does not function optimally, especially in terms of funding, it only relies on the number of students who enter, even though the burden is for lecturers, facilities, learning, research and service". Researchers also found facts on the ground that university-level campuses where each faculty should lead to the rector as the highest leader, actually run independently. Each faculty runs an organization with its own

separate management and different governance from other faculties even though they are still under the same university. This condition occurred in the old management prior to the transfer of management.

Sources of Conflict

The findings in the field indicate that the source of the conflict is triggered by unprofessional management factors. The university which incidentally was the result of the merger of four educational institutions had not yet been fully united in one management, the merger or unification of institutions was only in name, while the work procedures and management of each faculty were still carried out by the old management under the auspices of the old foundation. As the following A2 expression: this university is the result of the merger of four universities, Akpernas, APPB, ATB, STKIP, so that they are united in one institution called Unbar, but the implementation of each faculty is still handled by their respective old foundations, so that there are many differences in terms of salary and management at the faculty. vary. Well, after being taken over by Universitsa Insan Cendekia Mandiri they became united.

Another source of conflict is from the principle of life as A1 reveals that: "From the principle of life, pressure from superiors, for example, many mandates or targets that must be completed, regardless of the situation and conditions on the ground. Being busy, sick, or there could be activities outside, so that there is a misunderstanding". The next source of conflict is the existence of parties who want the institution to stop or disband as stated by A4 as follows, "There are certain parties who want this institution to be off, at the same time the condition of the institution has collapsed. Not good management. Salary stagnation, employee pay is below 50% of what it should be". The certain parties referred to are those who are tired of the unprofessional management of the institution

which causes delays in salaries as employee rights that should be accepted.

**Organizing Conflict in Increasing Organizational Productivity**

Based on the findings, the researcher obtained data on organizing conflict, namely, first, organizing the type of conflict, that basically conflict is divided into four, namely intrapersonal conflict or internal conflict, extrapersonal conflict or conflict between individuals, intragroup conflict or conflict within groups, and extragroup conflict or conflict. conflict between groups.

It was found that conflicts between individuals were caused by misunderstandings in terms of work, in one case, for example, there was one who reached the police and one of them submitted his resignation and moved to another university. Intrapersonal conflict in question is more about self-anxiety over the future of work with income that is not as expected so that some people who feel doubtful about their future so move to another place of work. Other conflicts that surfaced were conflicts between individuals due to misunderstandings, overlaps and dissatisfaction with the division of tasks and work authority. There was also friction between structural parties and foundations in financial management, which was initially managed structurally and then taken over by foundations, resulting in unhealthy financial management and shaky institutions.

The second is organizing the impact of conflict. The positive impact of conflict is that the relationship between lecturers becomes strong, builds a sense of togetherness to keep working and strengthen each other. The negative impact is the rift in the relationship or the less harmonious relationship between lecturers and foundations. This is a result of the frequent delays in salaries of lecturers and employees for years, until Unbar was transferred to the management of the Yatim Mandiri Foundation.

**Implementation of Conflict Management in Increasing Organizational Productivity**

Based on the findings in the field, researchers obtained information on the implementation of conflict management, firstly to prevent conflict, that one of the efforts to prevent conflict is to make an agreement. Conflicts can be prevented by enforcing rules so that there is no overlapping of positions, authorities and responsibilities. Making rules is an effective way to prevent conflict, so it can be minimized properly.

Second, avoiding conflict, by withdrawing, choosing silence or giving in. This is better even though the heart is not willing to the condition. What is done by the dreamer is calming in the form of sweet promises or reassuring expressions. Efforts to prevent conflict are also carried out through regular meetings or meetings, starting with the leadership, for example there is a head of study program, there is an academic bureau. Leaders include the dean, vice chancellor. As well as dhikr together every two weeks, staff, lecturers, leaders

The third is dealing with conflict, by bringing together the parties involved in the conflict to sit together and resolve the conflict amicably. The strategy for dealing with the next conflict is that, "The parties to the conflict are separated, assigned to different faculties. There is an attempt to reconcile between the two conflicting parties. Fourth, resolve conflicts, by providing a good understanding to respect and appreciate each other, forgive and understand each other. Then through dhikr together as an inner effort so that the heart becomes calm and glues togetherness. After dhikr there is a prayer together, sharing, discussion, and ends with eating together. Another effort to resolve conflicts related to work is to recruit competent human resources to stabilize the organization.

Fifth, create conflict. In certain conditions, conflict is needed to increase learning motivation and work productivity. Strategies to

create conflict can be done through rewards and punishments. Rewards in the form of rewards for those who attend include transportation and food allowances. There is a difference between those who are diligent and those who are not. If in one month the attendance is full, an additional 250 thousand will be given. This triggers morale, competitiveness, and ignites employee performance.

**Supervision of Conflict Management in Increasing Organizational Productivity**

Based on the findings, the researcher obtained information that the supervision of conflict management is, firstly, through the steps of establishing rules, policies or regulations for organizational management. Tiered supervision through a leadership structure. In the realm of higher education organizations, supervision is carried out by the rector, vice chancellor and so on down. Both parties carry out supervision. Based on the findings of researchers in the field, the leader is against his subordinates, this pattern applies in stages from top to bottom as A1 says that, "Leader to subordinates, because every leader has certain subordinates. The one who oversees the whole thing is the foundation, then the board of directors, and advisors or it can be the person in charge of the organization." And from the bottom up, "Lecturer by the head of study program, head of study program by the dean, dean by the vice president, warek by the rector. The campus is overseen by the foundation, the foundation by the advisory board of directors".

The three evaluation steps, namely by conducting a review, collecting work accountability reports, holding meetings and joint corrections to the implementation of the program so that it runs according to the target. The four parties that carry out the evaluation, namely the leadership element, apply to each level and below as stated by A1 as follows, "Superiors or leaders, it applies to each level, for example, the head of study program by the dean, the

dean by the vice president, the vice president by the chancellor, and the chancellor by the foundation ."

The others stated that the statement regarding the party conducting the evaluation was in accordance with the field or type of responsibility. as the following statement, which states that "Depending on the type of task, in the field of education, curriculum, student affairs, the responsibility is to the vice chancellor 1, in the financial sector to the vice chancellor 2, while in the field of cooperation to the vice chancellor 3. The foundation controls the progress of the institution". This is as Wahyu and Hidayat, that "In order for conflict to remain functional, productive, and can be used as an evaluation of the continuity of the organization and make it a competitive organization, conflict management needs to be made" (Wahyu dan Hidayat, 2019).

**Conflict Management Constraints in Increasing Organizational Productivity**

The constraints on conflict management in increasing organizational productivity that the researchers found consisted of two factors, namely:

**Internal Inhibiting Factors**

There are certain parties who are allergic to change. The management of the old institution was constrained by the non-enforcement of the rules, the lack of unity between the foundation and the campus. While the new institution after the transfer of management, conditions have changed, between the foundation and the campus synergize, it's just that the long distance between the foundation and the campus is a separate obstacle. other constraints such as personal ambition, conflict of interest, differences of opinion and goal setting strategies.

**External Inhibiting Factors**

External inhibiting factors in the form of the surrounding environment in the sense of a small environment that is local in nature or a large environment that is global in nature such as social, political and economic situations. This external inhibiting factor is in accordance with the following A1 expression, that "The environment is not supportive, the political situation is unstable, the economy is difficult and so on".

Then these external inhibiting factors such as government policies on universities and the effects of the Covid-19 pandemic that: with the opening of a PTN into a PTNBH, the number of students entering the private sector is relatively small and a strategy is needed to attract students. The occurrence of an epidemic that made it difficult for the economy, limited activities resulted in the number of students continuing to decrease.

The inhibiting factor globally is the Covid-19 pandemic that has hit every country, including Indonesia. Tight competition in private universities is an external obstacle to the progress of the organization.

**Conflict Management Solutions in Increasing Organizational Productivity**

The solution to conflict management in the field that the researchers found, namely firstly by raising individual awareness through examples or examples from leaders, self-introspection, mutual respect and respect and fostering mutual love, and recalling organizational goals. Second, by reducing conflict, through withdrawing or avoiding sources that can trigger conflict, if you are already involved in a conflict then giving up is the best option.

Third, by negotiation, an effort to reach an agreement, meaning that conflicts need to be resolved through good communication so that they are resolved without leaving sparks or dissatisfaction. Then the fourth is to find agreement, namely an

agreement. Agreement can be reached if each party can accept it with an open heart.

## Subang Independent University
## Conflict Management Planning in Increasing Organizational Productivity

Based on the findings in the field, researchers obtained planning information from the causes of conflict, sources of conflict, types of conflict and the impact of conflict in the organization. The causes of conflict are ideological differences, differences in perceptions, differences in character and ways of solving problems. While the sources of conflict come from a character that is hard and difficult to change, it can trigger conflict between one party and another, feeling that you are the most correct, the most understanding, the most knowledgeable and the best able to solve problems.

## Organizing Conflict in Increasing Organizational Productivity

Based on the findings in the field, the researchers obtained information on conflict organization, namely the first types of conflict, namely individual conflicts that occur within themselves or intrapersonal conflicts, individual conflicts with individuals, individual conflicts with groups, or group conflicts with groups. The two impacts of conflict, namely the positive impact of conflict from a merger or the unification of several universities into universities, makes management central or centered on one decision based on central management, then the name of the institution becomes bigger, fragrant and cooler in the eyes of the community and accreditation of campuses and study programs becomes better and an increase in human resources.

The negative impact is that management is carried out on two campuses, namely the Subang campus and the Bandung campus, the implementation of this management has not been fully

centralized into one command because of the distance between campus one and campus two.

**Implementation of Conflict Management in Increasing Organizational Productivity**

Implementation of conflict management is an activity to prevent, avoid, handle, and create conflict in achieving organizational goals. Based on the findings, that the implementation of conflict management is the first in preventing conflict from the start by anticipating, preventing the factors that arise from conflict through institutional rules. Second, by avoiding conflict, namely by reminding each other and trying not to serve the conflicting parties, withdrawing and staying away from them until the conflict subsides by itself.

Third, by dealing with conflicts in increasing organizational productivity through good communication and an approach so that they can accept each other. Fourth, conflict resolution in increasing organizational productivity is through reprimand and problem solving. In certain conditions, it is necessary to have firmness from the leadership to provide sanctions in the form of warnings or other forms.

Fifth, create conflict through reward and punishment, this strategy is expected to create competition among employees so that it can increase organizational productivity. As stated by B4 that "there are rewards for those given to active members. For those who are lazy, there are warnings, 1, 2, 3, if they don't change, they can be removed and filled with active ones."

**Supervision of Conflict Management in Increasing Organizational Productivity**

Conflict control measures in increasing organizational productivity are through work mechanisms based on organizational structure. Through regular meetings, both weekly and semester, it is hoped that conflict management can be monitored in increasing

organizational productivity by using an organizational structure, through supervision from superiors to subordinates. This monitoring step is also carried out through an Accountability Report (LPJ) which is submitted to the leadership. The two parties who carry out supervision in conflict management are through organizational work mechanisms, that is, through a tiered management structure from top to bottom. The party that carries out the supervision is the leadership element because it is responsible for each program according to its field.

Third, evaluation steps in conflict management are through reports from each study program, through either leadership meetings, faculty meetings or general meetings. Evaluation can be done through reports, meetings or other forms. The four parties who carry out the evaluation, in conflict management is according to the organizational structure from top to bottom, the evaluation is carried out through an assessment of the situation and conditions in the field, and the evaluation is carried out through reports from subordinates to superiors.

**Conflict Management Constraints in Increasing Organizational Productivity**

There are certain factors that hinder both internally and externally. Internal factors are factors that come from within both institutionally and human resources. Internal inhibiting factors are facilities that are still limited and need to be improved gradually, then the different character of human resources, delegation of authority and incomplete work, meaning employees who move units or get other mandates, temporarily leave homework and do not convey completely to the next substitute, ego or feeling better or feeling yourself smarter, more knowledgeable and more capable.

External inhibiting factors in the form of individuals who have activities outside the campus require external performance methods to be applied within the organization. Then global

influences such as a pandemic that hit the country, the effects of which are many economic difficulties so that it also affects the payment of tuition fees for students who are in arrears.

## Conflict Management Solutions in Increasing Organizational Productivity

Conflict management solutions in increasing organizational productivity can be done through raising individual awareness and collective or group awareness. First, raising awareness is through reprimand to realize one's mistakes, to realize that one needs to improve. Raising awareness is done by reminding and strengthening each other, meaning reminding oneself of one's position or position so as not to get too carried away with emotions, to be carried away by emotions in dealing with conflicts. By encouraging, it means that there is motivation to be patient over the conflicts that occur while of course while looking for solutions. Other efforts are made through self-capacity training, visits to outside and sharing or sharing with other parties.

Second, by motivating those involved in the conflict to persevere in their patience, persist not to do bad deeds, survive from taking the wrong attitude and through deliberation efforts and follow the rules or regulations that have been rolled out by the organization. Third, by negotiating the two parties involved in the conflict in an effort to resolve the conflict. Fourth is agreement, which can be achieved if each party is aware of the importance of togetherness in achieving common goals.

## Discussion

## Conflict Management Planning in Increasing Organizational Productivity

Based on the findings, that conflict management planning in increasing organizational productivity at these two universities includes: First, the causes of conflict, both individual and group conflicts due to

different thoughts, different views, and different understandings of the problem. This is in line with Hendricks in Fahmi, that: "the process of conflict consists of three stages; first, daily events; second, the existence of challenges and thirdly the emergence of contradictions. These three things can occur separately in sequence, and under certain conditions occur randomly and simultaneously" (Fahmi, 2016). Second, the source of conflict is unprofessional management. This conflict is referred to as a substantive conflict, according to Jehn in Kristanto, that: "this type of conflict is a disagreement between the ideas and opinions of group members about the task being carried out such as disagreement about the organization's current strategic position or determining the correct data to be included in the report" (Kristanto, 2020).

## Organizing Conflict Management in Increasing Organizational Productivity

Organizing conflict in increasing organizational productivity in these two universities includes, firstly, complex types, including intrapersonal conflict, extrapersonal conflict and intragroup conflict. Intrapersonal conflict is a conflict within oneself (inner conflict), feeling restless over the future of work with income that is not as expected. Extrapersonal conflict is a conflict between individuals due to misunderstandings, overlapping trusts and dissatisfaction with the division of tasks. The group conflict was friction between the campus structural parties and the foundation because they were not satisfied with the applied management. This is in line with DuBrin in Fahmi that: "conflict refers to a conflict between individuals or groups that can increase tension as a result of interfering with each other in achieving goals" (Fahmi, 2016).

Second, the impact of conflict consists of positive impacts and negative impacts. The positive impact fosters a new spirit to improve, advance and increase employee performance in the organizational environment. The negative impact of losing some human resources who move to other places of work, not all old programs can be realized so that

it requires rescedual or rescheduling taking into account the situation and conditions in the field. This is in accordance with Kristanto, that "the positive impact of conflict is the opening of new ideas, being more open, more appreciative of differences, practicing emotional stability, practicing communication maturity, practicing patience in listening, appreciating decisions and finding solutions or ways out of problems" (Kristanto, 2020).

## Implementation of Conflict Management in Increasing Organizational Productivity

It is carried out through five steps, namely preventing, avoiding, handling, resolving and creating conflicts. First, preventing conflict is done by making mutual agreements, providing good understanding, improving communication, and implementing organizational rules. Second, avoiding conflict is done by staying away from sources of conflict, choosing silence, yielding or withdrawing from serving parties that have the potential to cause conflict. Third, dealing with conflicts (handling) is carried out by bringing together the parties involved in the conflict to sit together and be resolved amicably; Fourth, resolving conflicts (finishing) is done by understanding and forgiving each other. This implementation is in accordance with Ismanto, that "Conflict management is the efforts that need to be made in order; prevent, avoid conflicts; reduce risk and resolve conflicts so that they do not interfere with organizational performance" (Ismanto, 2016). The difference in conflict management steps is point three, namely Ismanto stated that it reduces the risk of conflict, while the researcher's findings are to handle conflict, but do not conflict with each other.

Fifth, create conflict, through reward and punishment, rewards for those who excel and warnings are given to those who violate. This is in line with Florent in Mulyono that conflict management is a method used by leaders in stimulating conflict, reducing conflict and resolving conflict which aims to improve individual performance and organizational productivity (Mulyono, 2017).

## Supervision of Conflict Management in Increasing Organizational Productivity

This supervision is carried out through setting rules, rolling out policies or work regulations. The party who supervises is the leader of his subordinates in stages from top to bottom. The rector supervises the vice chancellor, the vice chancellor supervises the dean, the dean supervises the head of the study program, the head of the study program supervises the lecturers, and the lecturer supervises the students.

Furthermore, evaluation is carried out through reviews, work accountability reports, determining work completion targets (deadlines), meetings and joint corrections to program implementation. The party conducting the evaluation is the person or group of people who have the authority and responsibility for the achievement of the program.

The party conducting the evaluation is the leadership element and applies to every level and below, in the context of higher education institutions it means that the chancellor evaluates the vice chancellor, the vice chancellor evaluates the dean, the dean evaluates the head of the study program, and the head of the study program evaluates the lecturers. Similarly, the head of the field evaluates the section head and so on.

## Conflict Management Constraints in Increasing Organizational Productivity

Constraints in conflict management, first from internal factors from human resources that have not been maximized due to illness or working in other places, parties who are allergic to change, regulations that have not been fixed, leadership ambitions, conflicts of interest, and the campus is not compact with the foundation. Second, external constraints, including fierce competition among Private Universities (PTS), government policies regarding State Universities (PTN) becoming State Universities with Legal Entities (PTNBH) causing the number of Private Higher Education (PTS) students to be relatively small and the Covid-19 pandemic. 19 which affects the social, political and economic order and causes limited organizational activities and a reduced number of students continuing their studies due to economic constraints.

## Conflict Management Solutions in Increasing Organizational Productivity

Conflict management solutions are carried out in four stages, namely raising awareness, reducing conflict, negotiating, and reaching agreement. First, raising awareness is done through the example of the leadership, giving a good understanding, self-introspection, contemplating life (muhasabah), mutual respect, respect and remembering the goals of the organization. Second, reducing conflict is done by avoiding sources that can trigger conflict, giving in, silencing and not serving the person or group that is the source of the conflict, and involving superiors to carry out supervision.

Third, negotiation by bringing together conflicting parties to convey their views, experiences and opinions. Fourth, reach an agreement by sitting together and being open to each other, accepting, understanding and forgiving each other. The most important factor in agreeing is the spirit of finding a solution, an agreement is reached so that the conflict gives birth to a positive resolution. This conflict management solution is in accordance with Kristanto that "The conflict resolution model is a process consisting of four stages, namely awareness, self-preparation, reducing conflict and negotiation " (Kristanto, 2020).

**E. Conclusion**

The conclusion of this research in general is that conflict management in increasing organizational productivity is a serious effort to fully describe, examine in depth, and describe in detail about conflict management planning, organizing conflict management, implementing conflict management, supervising conflict management, conflict management constraints. and conflict management solutions. Conflict management shows that well-managed conflict can give birth to ideas, motivation and inspiration in increasing organizational productivity.

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Productivity (Research at Insan Cendekia Mandiri University Bandung and Mandiri Subang University), then the data is processed, analyzed and made a conclusion.

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