

THE ROLE OF LEADERSHIP IN OVERCOMING EMPLOYEE WORK CONFLICT AT UD. PERKASA TANI

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ABSTRACT

This study aims to determine the analysis of the role of leadership in resolving employee work conflicts at UD. Perkasa Tani, located in Gido District, Nias Regency. The research method used is a qualitative descriptive method, namely research that describes narratively based on research data that is objectively reviewed from interviews and observations. In this study, it resulted that the leadership role applied in resolving employee work conflicts at UD. Perkasa Tani is a democratic leadership style, in decision making the leader prioritizes group discussions, the leader respects the opinion of each employee. While the factors that cause employee work conflicts at UD. Perkasa Tani are, less than optimal division of tasks, differences of opinion between employees, sometimes poor communication between employees and feelings of being treated less fairly in appreciating the work of each employee.
Keywords: Leadership, Work Conflict, Communication.

PERAN KEPEMIMPINAN DALAM MENGATASI KONFLIK KERJA KARYAWAN PADA UD. PERKASA TANI

ABSTRAK

Penelitian ini bertujuan untuk mengetahui analisis peran kepemimpinan dalam mengatasi konflik kerja karyawan pada UD. Perkasa Tani yang beralamat di Kecamatan Gido Kabupaten Nias. Metode penelitian yang digunakan adalah metode deskriptif kualitatif yaitu penelitian yang menggambarkan secara naratif dengan berdasar pada data-data hasil penelitian yang ditelaah secara objektif dari hasil wawancara, dan observasi. Dalam penelitian ini menghasilkan bahwa peranan kepemimpinan yang diterapkan dalam menyelesaikan konflik kerja karyawan pada UD. Perkasa Tani merupakan gaya kepemimpinan yang demokratis, dalam pengambilan keputusan pimpinan mengutamakan diskusi kelompok, pemimpin menghargai pendapat setiap karyawan. Sedangkan faktor-faktor yang menyebabkan terjadinya konflik kerja karyawan pada UD. Perkasa Tani yaitu, pembagian tugas yang kurang maksimal, perbedaan pendapat antar karyawan, komunikasi yang terkadang kurang baik antar karyawan dan perasaan kurang diperlakukan dengan adil dalam menghargai pekerjaan masing-masing karyawan.
Kata kunci: Kepemimpinan, Konflik Kerja, Komunikasi.

INTRODUCTION

The issue of leadership always evokes a compelling impression. It always exerts a powerful attraction on everyone. The noble adage that a leader is solely responsible for the failure of a project is a phrase that places the leadership position in a company at the highest level. Leadership is sometimes defined as the exercise of authority and decision-making. Others define it as an initiative to act, producing a consistent pattern in order to find a solution to a shared problem. People often question the difference between leadership and management, as well as between leaders and managers. The concepts of leadership and authority, as translations of power, have generated a compelling interest for discussion throughout the evolution of management thought. The concept of authority is closely related to the concept of leadership. Power is a means for leaders to influence the behavior of their followers or members, providing a review of the integral relationship between leadership and authority.

Conflict is inevitable, inherent in the fabric of life. Humanity has always struggled with conflict, and we are therefore still required to pay attention to conflict. We need a way to reduce the fear of conflict at work, family, and our social contacts can be expanded if the conflict is understood. UD. Perkasa Tani is no exception, with 11 employees and incomes still below the minimum wage. Frequent conflicts between employees at UD. Perkasa Tani can be caused by several factors, including the inability of employees to fulfill tasks assigned by their leaders, waiting for each other, passing the buck, and wanting to get the leadership's attention. All of this requires a UD. Perkasa Tani leader to work hard to organize, protect, motivate, and of course lead his employees fairly and wisely, so that they can provide maximum contribution. Decisions made by a leader must not be biased or biased when a conflict occurs between employees. Even in deciding a condition related to the level of wages or bonuses given to employees, leaders are expected to be fair and transparent, because leaders are the ones who hold control, and must be able to make decisions that can have an impact on all employees, whether the decision taken can resolve existing conflicts or increase conflicts.

In analyzing what the role of leaders at UD.Perkasa Tani is like in resolving work conflicts that occur among employees at UD.Perkasa Tani, this research was conducted by the researcher.

LITERATURE REVIEW

A role is something that is an integral part of a leader's role in the occurrence of an event or situation. The Indonesian Dictionary (2018) states that "a role is the main part and task that must be carried out," so a role is a person's behavior that is expected to bring about change and hope that leads to progress, although not always in accordance with expectations. In line with the leadership functions that leaders need to carry out, they have three main roles according to Henry Mintzberg (Badeni 2017), the details of which are as shown in Table 1.1 below:

Table 1.1 Role of Leadership

| Interpersonal role (Personal role) | Decision making (role of decision maker) | Informational role (roleresources) |
|---|--|--|
| Figure head,a leader is a figure/example for an organization | Entrepreneur,The expertise factors that a leader must have according to his leadership level, a leader must be independent and have expertise. | Monitor and Decimator, Leaders must be able to monitor and filter various information for the benefit of the organization. |
| Leader,organizational leaders, directing, giving orders, guidance and giving instructions to organizational members | Leader,organizational leaders, directing, giving orders, guidance and giving instructions to members organization | |
| Liaison,leadership as a liaison for the organization, and liaison between superiors and subordinates | ResourcesAllocation,have the authority in control usage organizational resources | Spoke person,leaders must act as speakers for the organization |
| | Negotiator,leaders participate in negotiation activities with other organizations and individuals. | |

Source: Henry Mintzberg (Badeni 2017)

According to Ricky W. Griffin in Irham (2017: 16) a leader is an individual who is able to influence the behavior of others without having to rely on violence, a leader is an individual who is accepted by others as a leader. Leadership is the ability of a leader to influence,

motivate, encourage, and facilitate the activities of all human resources to provide their best commitment and contribution to achieve organizational goals (Wibowo, 2016: 6). Leadership style is a set of characteristics used by leaders to influence their employees so that organizational goals are achieved or can also be said to be a pattern of behavior and strategies implemented by a leader. (Zainal et al., 2017: 42). According to another definition, leadership style is a way in which a leader is able to influence followers to voluntarily carry out various joint actions ordered by the leader without feeling that he is pressured in order to achieve organizational goals (Busro, 2018: 226). From this description, the author can conclude that leadership style is the overall pattern of a leader's actions to control the subordinates he leads with a dominant characteristic in himself to achieve organizational goals.

There are three types of leadership styles according to (Mulyadi, 2015:150), namely:

- Autocratic leadership style, leadership that focuses on leaders as policy makers in all activities, employees play a role as implementers of activities with direction from leaders so that the role of organizational members becomes passive.
- Democratic leadership style, leadership that prioritizes policy making through group discussions, leaders respect the opinions of each member of the organization and provide alternative procedures if obstacles arise in implementing policies.
- Freedom leadership style (*laissez faire*), complete freedom is given to members of the organization with very minimal participation from the leadership, so that the leadership only positions itself as a supervisor without setting much of a policy.

The leadership style applied by a leader will depend on the existing situation, because an effective leader must be able to apply and differentiate leadership styles in certain situations correctly in his control.

Some characteristics of a good leader according to Irham (2017: 18), are:

- Having competencies appropriate to the times. This means that a leader's competencies are highly useful for implementation at that time, and these competencies are recognized by many parties, including experts.
- Understand each problem more deeply than other people, and have the ability to make decisions regarding the problems or conflicts being faced.
- Able to apply the concept of "the right man in the right place" appropriately and

effectively. Leaders can recognize the potential of their subordinates and place them in positions that align with their abilities.

According to Robbins (2015:305), conflict is a process that begins when one party perceives another party as having negatively influenced something the other party cares about. Therefore, it can be concluded that conflict is generally the simultaneous meeting of two different interests, which can have negative effects.

Conflict is a condition and situation where there is a mismatch between the values or goals that one wants to achieve, both within the individual and in his or her relationships with other people and with the various environments in which he or she finds himself or herself (Halawa & Oliveira, 2021).

RESEARCH METHODS

This research method uses a qualitative descriptive method. According to Sugiyono (2017:59), a descriptive method is research that describes, depicts, or explains the condition of the object being studied as it is, according to the situation and conditions when the research was conducted. This research also uses a qualitative approach. According to Sugiyono (2017:53), a qualitative approach is a research work mechanism that is guided by non-statistical or non-mathematical subjective assessments, where the value measures used in this study are not score numbers, but rather categorization of values or qualities. In carrying out this research activity, the author uses a qualitative descriptive research method, namely research conducted on a group of people, an object, a set of conditions, a system of thought, or a class of events in the present. The purpose of this descriptive research is to create a systematic, factual and accurate description, picture or painting of the facts, characteristics and relationships between the phenomena studied. This research was conducted by using interviews with the leader and two employees at UD. Perkasa Tani. The data analysis model used has three main components, these three components are:

- Data reduction is the first component of data analysis, which emphasizes, streamlines, focuses, removes unimportant elements, and organizes data in such a way that research conclusions can be drawn. In this study, data reduction was conducted when the author obtained data from UD. Perkasa Tani. The author then simplified the data

by extracting supporting information for the research discussion. This allowed the data to lead to accountable conclusions.

- Data presentation is a collection of organized information and descriptions in narrative form that allows research conclusions to be drawn. In short, it can be defined as a systematic and logical narrative that makes the meaning of events easier to understand. In presenting the data in this study, the researcher describes the role of leadership in resolving conflict at UD. Perkasa Tani.
- Drawing conclusions, from the data presented that has been analyzed, the researcher draws conclusions from the things found about the role of leadership in resolving conflicts at UD. Perkasa Tani.

RESEARCH RESULTS AND DISCUSSION

Observations made at the research site were also very useful in supporting data and information completeness, further enhancing research results and understanding the phenomena occurring. The following observations were obtained:

Based on the author's observations, the leadership of UD. Perkasa Tani holds authority over its employees. As a leader, they naturally possess power, authority, and a higher position than any of their employees, enabling them to maximize their work and act toward achieving shared goals. The author also observed that the leadership at UD. Perkasa Tani communicated well with subordinates when there were certain pressing needs depending on the situation and conditions being experienced.

Another observation found was that the leadership also directed employees well and motivated employees in carrying out their respective tasks. Based on the results of the interview, the author obtained data that there are several types of conflicts and their causes that often occur at UD. Perkasa Tani, including:

Employees who are less capable of carrying out their duties and differences of opinion between employees. Employees feel that wages and bonuses are unfairly distributed. They expect bonuses to be based on individual job performance. Conflicts are generally caused by differences of opinion and feelings of being treated unfairly in respecting the work of each employee. So, how can a leader play a role in resolving conflicts among UD. Perkasa Tani

employees? Based on observations and direct interviews, the leadership of UD. Perkasa Tani is as follows:

1. **Personal Role** The findings show that as a leader with a democratic personality, he serves as a role model for his employees, demonstrating discipline at work. In this context, as a leader, he sets an example by being disciplined in time management, providing motivation and guidance to always work diligently and responsibly to achieve expected performance. Other research findings indicate that leaders consistently build positive relationships with their employees.
2. **The Role of Decision Makers** Research shows that decision-making by leaders consistently involves engaging employees in discussions and providing input for the common good. This can be a way to resolve conflicts arising from differences of opinion among employees.
3. **The Role of Information Based** on the research results, it is clear that leaders often involve their employees and ask for input which will later become a joint commitment.

CONCLUSION

Based on the research results, researchers drew several conclusions.as follows:

A company without a leader is like a large warship without a captain, and productivity declines. Leaders play a vital role in influencing the organization's operations, embracing the vision and mission, and embracing them from various perspectives. Conflict can be defined as differences, disagreements, and disputes. Conflict is a serious problem in any company, and can harm its performance and lead to losses for many good employees. Conflict can be beneficial or constructive for the company, but there are also destructive conflicts that can disrupt the company's progress and disrupt its activities. In the research object, the author found that there were several conflicts that occurred in the company, namely less than optimal division of tasks, differences of opinion between employees, sometimes poor communication between employees and feelings of being treated unfairly in appreciating the work of each employee.

The role of leadership in handling conflict includes being able to make the right decisions and

not harm both parties or the parties in conflict. In the research object, the role of leadership in resolving conflicts that occur is to identify the main problem that causes the conflict, build good communication, ask for opinions and input from employees to resolve existing conflicts. In accordance with the role of leadership in resolving conflicts that occur in UD. Perkasa Tani, employees accept the decisions made by leadership in resolving conflicts that occur.

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