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Conflict Resolution in The Business Environment CV. Megah Persada Dynasty Indonesia

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Abstract
Conflict is a process between two or more people where one party tries to get rid of the other party by destroying it or rendering it powerless. Conflict itself is a natural condition that occurs in every community as well as what happened in CV. Megah Persada Dynasty (MPD) Indonesia. For informants at CV MPD, they stated that those who had never experienced conflict between members or between other community groups, the conflict would disappear along with the loss of the community itself. The purpose of this study leads to controllable conflicts resulting in good integration, but sometimes imperfect integration can lead to conflict. According to Wood, Wallace, Zeffane, Schermerhorn, Hunt, and Osborn in Susan (2010), what is meant by conflict is: "Conflict is a situation where two or more people disagree about organizational substance issues and/or experience emotional antagonism. with one another" which means conflict is a situation where two people or many people have different opinions regarding an issue that concerns the interests of the organization and/or with the emergence of feelings of hostility towards one another.

Keywords: conflict, resolution, environment.

1. Introduction

Conflict within a company's environment is a phenomenon that cannot be prevented. Effective conflict resolution is essential to ensure the successful operation of a business and the well-being of its employees. The purpose of this study is to explain the available institutions to resolve internal conflicts in business, namely at CV Megah Persada Dynasty (MPD) Indonesia. The research method was carried out qualitatively with in-depth discussions through informants. The findings of this study provide guidance on the importance of conflict resolution such as open communication and managerial skills. One can disagree with their current job and view it as a different situation, but one cannot disagree with an organization because that organization is a living and breathing entity. Having autonomy means having the ability to carry out plans and strategies that focus on creativity, persistence, and input from organizational stakeholders in handling tasks or projects. The freedom to be creative and innovate in the workplace related to their duties and work must be supported by the willingness of employees to accept criticism and input from other parties, especially leaders, so that they remain within the limits of their authority. Someone may disagree with their current job and see it as a different situation, but they cannot disagree with an organization because the job is long-term. Having autonomy demonstrates the ability to implement plans and strategies to efficiently complete tasks or other assignments that emphasize creativity, diligence, and input from organizational stakeholders. Assuming there is research done, how can this phenomenon be explained, the conflict in CV Megah Persada Dynasty (MPD) Indonesia was resolved when opportunities existed?

2. Literature Review

In his life, humans need communication, both communicating with other individuals and with groups or society. This shows that humans are formed from the results of social integration with others in a group or society. Muhammad (2005) states that the importance of

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communication for humans cannot be denied, as well as for an organization. With good communication, an organization can run smoothly and successfully. Conversely, the absence of communication will lead to conflict between members of the organization and the impact will disrupt communication within the organization. Brent D. Ruben (in Muhammad 2005) states the definition of communication is a process through which individuals in their relationships, in groups, in organizations and in society create, send, and use information to coordinate their environment and other people. The question arises, under what conditions does communication reduce conflict? They examined four communication models. From this model they get seven principles of how communication can reduce conflict. The encoding-decoding model views human communication as a matter of encoding information (eg, formulating sentences), transmitting messages (eg, speaking), and decoding messages (eg, listening and understanding). Successful communication requires clear channels of transmission, and shared code. Misunderstandings result from messages being mistranslated, or from gaps or extraneous sounds in messages.

From this model they derive the first principle: "Avoid communication channels with low signal-to-noise ratios, otherwise it may increase redundancy by reasserting the same idea in multiple forms. In this model it is conveyed that communication is described as the transfer of information via code. , and this code is a system that maps a set of signals to a set of meanings.In the first paradigm (encoding-decoding) it is also an important discussion regarding effective communication if messages have the same meaning or meaning between the recipient and the sender of the message. The intentionalist model recognizes that the same words can have different meanings.This model of communication involves acknowledging each other's communicative intentions.Effective communication requires a shared background knowledge, especially a common language and a shared culture.Miss communication results from a lack of General background Miss Communication occurs during conflict as the speaker's words are interpreted according to their listeners' preconceived notions of their intentions. This second principle directs the listener to try to understand the intended meaning of the speaker. The third model, Perspective-Taking- directs speakers when deciding what to say, to consider what their listeners will take them to mean. This third paradigm recognizes that individuals with the same language and culture have different perspectives on the world. This model directs speakers to design their message to fit their audience's perspective. Miss Communication can occur when the speaker assumes more similarity in perspective to the listener than there really is, or when the speaker's understanding of the listener's perspective is based on inaccurate prejudices and stereotypes. Another difficulty arises when speakers simultaneously address different audiences. Despite these problems, the author's fourth principle directs speakers to take the perspective of their listeners into account in formulating their message. The fourth model is the dialogical model, viewing communication as a cooperative, collaborative process. Meaning emerges from the communicative situation, and can only be understood in that context. This model, like no other, treats listeners as active participants in the creation of shared understanding.

On the principle of communication, Mulyana (2011) describes several important principles, including: First; Speaking too low or vice versa, because it can lead to different perceptions. This principle is true even when expecting the other person to speak loudly or in a low voice and it turns out not as expected, it will really give birth to new conflicts. Second; When listening, we try to understand the meaning intended by the speaker's partner, this second principle suggests listening first, this is also a way to make it easier to understand the intent of the other person, but in fact most of us are always dominant in speaking, or always talk a lot with little listening. Third; When formulating a message, always consider what words the interlocutor understands, this principle is quite easy to understand, that when we are very careful to convey a message by formulating it first, it only aims to make it easier for the interlocutor to understand the message. Fourth; When speaking, we must take the perspective of the listener or the other person, in principle this does not seem easy to implement, because most of us (individuals) often take a perspective from ourselves, quite rarely see from the perspective of others, so most conflicts in my opinion start from here. One party always feels right according to their perspective so that they easily declare mistakes to the other party or even at an extreme point when they don't take another person's perspective there is always a bigger conflict such as a conflict that ends in a destructive (physical war). On the principle of communication, Mulyana (2011) describes several important principles, including: First; Speaking too low or vice versa, because it can lead to different perceptions. This principle is true even when expecting the other person to speak loudly or in a low voice and it turns out not as expected, it will really give birth to new conflicts. Second; When listening, we try to understand the meaning intended by the speaker's partner, this second principle suggests listening first, this is also a way to make it easier to understand the intent of the other person, but in fact most of us are always dominant in speaking, or always talk a lot with little listening. Third; When formulating a message, always consider what words the interlocutor understands, this principle is quite easy to understand, that when we are very careful to convey a message by formulating it first, it only aims to make it easier for the interlocutor to understand the message. Fourth; When speaking, we must take the perspective of the listener or the other person, in principle this does not seem easy to implement, because most of us (individuals) often take a perspective from ourselves, quite rarely see from the perspective of others, so most conflicts in my opinion start from here. One party always feels right according to their perspective so that they easily declare mistakes to the other party or even at an extreme point when they don't take another person's perspective there is always a bigger conflict such as a conflict that ends in a destructive (physical war). Fifth; Be an active listener, as with principle (2) above, that listening will be far more likely to prevent conflict. Sixth; The initial focus of the conversation creates the conditions that allow effective communication to occur. Communication cooperation is needed to solve the problem. This principle reminds us that at the beginning of a conversation, we must always strive for effective communication. Seventh; Pay attention to the form of the message. Eighth; Communication is a symbolic process.

Communication is something that is dynamic, circular, and does not end at one point, but continues. Ninth; Every behavior has communication potential. Everyone is not free to judge when the person does not intend to communicate something, but is interpreted by someone else, then that person is already involved in the communication process. Gestures, facial expressions (non-verbal communication) of a person can be interpreted by others as a stimulus. Tenth; Communication has content and relationship dimensions. Every communication message has a content dimension where from the content dimension we can predict the dimensions of the relationship that exists between the parties involved in the communication process. Fifth; Be an active listener, as with principle (2) above, that listening will be far more likely to prevent conflict. Sixth; The initial focus of the conversation creates the conditions that allow effective communication to occur. Communication cooperation is needed to solve the problem. This principle reminds us that at the beginning of a conversation, we must always strive for effective communication. Seventh; Pay attention to the form of the message. Eighth; Communication is a symbolic process. Communication is something that is dynamic, circular, and does not end at one point, but continues. Ninth; Every behavior has communication potential. Everyone is not free to judge when the person does not intend to communicate something, but is interpreted by someone else, then that person is already involved in the communication process. Gestures, facial expressions (non-verbal communication) of a person can be interpreted by others as a stimulus. Tenth; Communication has content and relationship dimensions. Every communication message has a content dimension where from the content dimension we can predict the dimensions of the relationship that exists between the parties involved in the communication process.

1. Conflicts are many like verbal, religious, emotional, Social, personal, organizational, and community conflict.Conflicts and fighting with each other never lead to a conclusion. If you are not on the same line as the other individual, never fight, instead try your level best to sort out your differences. Discussion is always a better and wiser way to adopt rather than conflicts.

2. Personal conflict: A conflict between two people, according to Boston University FSAO, can be personality or style differences and personal problems such as substance abuse, childcare issues, and family problems. Organizational factors such as leadership, management, budget, and disagreement about core values can also contribute to workplace conflict as poor communication, different values, differing interests, scarce resources, personality clashes, and poor performance.

3. Social conflict refers to interpersonal, intragroup, and intergroup differences apart from that the interpersonal level includes disputes between peers as well as supervisor-subordinate conflict. The basic incompatibility between the authority and structure of formal organizations and the human personality cannot be separated from the culture that surrounds it.

4. Intragroup conflict: The scarcity of freedom, position, and resources, lack of independence tends to resist the need for interdependence and, to some extent, conformity within a group. Hence People who seek power struggle with each other for position or status

within the group. Rewards and recognition are often perceived as insufficient and improperly distributed, and members are inclined to compete with each other for these prizes. In western culture, winning is more acceptable than losing, and competition is more prevalent than cooperation, all of which tends to intensify intragroup conflict. Group meetings are often conducted in a win-lose climate where individual or subgroup interaction is conducted for the purpose of determining a winner and a loser rather than for achieving mutual problem solving.

5. Intergroup conflict: Intergroup conflict occurs in four general forms.

6. Horizontal strain involves competition between functions, for example, sales versus production, research and development versus engineering, purchasing versus legal, line versus staff, and so on.

7. Vertical strain involves competition between hierarchical levels, for example, union versus management, foramen versus middle management, shop workers versus foreman. A struggle between a group of employees and management is an example of vertical strain or conflict. A clash between a sales department and production over inventory policy would be an example of horizontal strain. Certain activities and attitudes are typical in groups involved in a win-lose conflict.Hostility between the two groups increases; mutual understandings are buried in negative stereotypes.

8. Role conflict: The multiple roles people play in organizations, sometimes described organization as a system of position roles who share interdependent tasks and thus perform formally defined roles, which are further influenced both by the expectations of others in the role set and by one's own personality and expectation. Passive aggressive behavior: Passive aggressive behavior of workers and managers that is noxious to team unity and productivity that lead to sabotage projects and end up stifling a team's creativity. Conflict is not always destructive. When it is destructive, however, managers need to understand and do something about it. A rational process for dealing with the conflict should be programmed. Such a process should include a planned action response on the part of the manager or the organization, rather than relying on a simple reaction or a change that occurs without specific action by management.

Conflict has been noted to be an indicator of the broader concept of workplace harassment. It relates to other stressors that might co-occur, such as role conflict, role ambiguity, and workload. It also relates to strains such as anxiety, depression, physical symptoms, and low levels of job satisfaction. Positive outcomes: Group conflict does not always lead to negative consequences. The presence of a dissenting member or subgroup often results in more penetration of the group's problem and more creative solutions. This is because disagreement forces the members to think harder in an attempt to cope with what may be valid objections to general group opinion. But the group must know how to deal with differences that may arise. True interdependence among members leads automatically to conflict resolution in the group. Interdependence recognizes that differences will exist and that they can be

helpful. Hence, members learn to accept ideas from dissenters (which does not imply agreeing with them), they learn to listen and to value openness, and they learn to share a mutual problem- solving attitude to ensure the exploration of all facets of a problem facing the group.

3, Research Methodology
According to Endraswara in Mudjia Rahardjo (2017) the last one can be called a Collective Case Study (Collective Case Study). Even though there are more than one case studied (multi-case), the procedure is the same as a single case study. This is because both the Multi-Case Study and the Multi-Site Study are developments from the Case Study method. Regarding the questions that are commonly asked in the Case Study method, because you want to understand the phenomenon in depth, even explore and elaborate on it, according to Yin in Mudjia Rahardjo, (2017) it is not enough if the Case Study questions only ask "what", (what), but also "how" (how) and "why" (why). The "what" questions are intended to elicit descriptive knowledge (descriptive knowledge), "How" (how) to acquire explanative knowledge (explanative knowledge), and "why" (why) to acquire explorative knowledge (explorative knowledge). Yin emphasizes the use of "how" and "why" questions, because these two questions are considered very appropriate for obtaining in-depth knowledge of the phenomenon being studied. In addition, the form of the question will determine the strategy used to obtain data. In this case study research reduces the assumption that the answer to the question "why" (why) is included in the answer to the "how" question (how), which of course is not true. Because, the question "how" asks the process of the occurrence of an event, while the question "why" (why) finding reason (reasons) why certain events can occur. To get reasons (reasons).

4. Discussion
CV. Dynasty Megah Persada is working in the field construction consulting, such as assessment, planning, design, supervision, and management of building construction operations, so that targets are the main thing. The thing called the target is the cause of the conflict resolution itself so that facilitation process trains, builds team, meets leaders, manages, the content, process, and structure to meet the needs of an individual, group or team. The process of facilitation is used for helping a group of people to achieve their goals, their reason for holding the meeting etc. Facilitation is provided by a person, called the facilitator, who leads pairs of people or groups to obtain knowledge and information, work collaboratively, and accomplish their, pada tabel ini studi kasus menemukan dua hal yang harus di resolusikan yaitu:

Table 1: Conflict Resolution Orientation.

Orientation	Resolution
Conflict handling	Non-directive counseling, or "listening with understanding", is nothing more than being a good listener and being able to vent feelings, that is, by expressing them to a caring and understanding listener, is enough to relieve frustration and allow frustrated individuals to move forward. problem-solving mindset, are better able to overcome personal difficulties that adversely affect their work. The non-directive approach is an effective way for managers to deal with frustrated subordinates and co-workers.
Problem handling	Improving organizational practices can help resolve conflicts, including setting higher goals, reducing ambiguity, minimizing authority and domain-related disputes, improving policies, procedures and regulations, redistributing existing resources or adding new resources, changing communications, moving personnel, and change rewards. system. Conflicts in the workplace can include disagreements between co-workers, superior-subordinate conflicts, or disputes between groups. If disputes are not handled in a timely manner, greater effort is required to resolve them

Source: processing informant data, 2023.

Management establishes a vision of the future. In decision-making activities, managers reflect the organizational values that have evolved over time, from the founding owners to the current top management personnel. Navigation between organizational values, goals, objectives, and management has expectations regarding the effectiveness, efficiency of the organization, often initiating changes in the organization. The most persistent conflicts that negatively impact work and society must be resolved. And, these kinds of conflicts can pose challenges as employees demonstrate that they cannot resolve them alone. So, supervisory intervention is required. Companies can further optimize conflict resolution that has been built in the work environment so that job satisfaction can increase. When job satisfaction is fulfilled optimally, employee and work productivity can also increase resulting in significant progress.

As for some of the things in interviews with respondents who in this study are called informants, as follows:
1. Question: What do you understand by the term "conflict resolution"?
   Viske Ayu, answer: Conflict resolution is a process for overcoming conflicts or problems between two or more parties so that they can reach an agreement or solution that satisfies all parties involved.
   Answer of Melinda says: I consider conflict resolution to be a way to resolve disputes or tensions between individuals or groups in a peaceful way and avoid conflict escalation.
2. Question: How do you think conflict resolution can be implemented in everyday contexts?
   Answer of Viske Ayu, answer: In everyday life, conflict resolution can be started by communicating openly and honestly with the parties involved. This can involve listening to their views and concerns, trying to find compromise solutions, and working together to reach a satisfactory agreement.
   Answer of Melinda says: I think it is important to understand that conflict resolution does not mean one party wins and the other loses. It's about finding ways to meet the needs of all concerned. In everyday life, this can mean finding middle ground, de-escalating tensions and creating an environment that supports constructive dialogue.

This is in accordance with research conducted byPattillo (2009) which states that most employees will at some point feel that task demands and excessive workload will actually

have a negative impact, but with task autonomy employees can be free in developing patterns and strategies in completing tasks or work. Task autonomy is based on the creativity, experience and innovation of each employee.

5. Conclusion

The existence of substantive conflict resolution in the organization by the leadership is expected to increase employee job satisfaction. But there are other factors that can strengthen the effect of conflict resolution on job satisfaction. One of them is the task autonomy factor given by the leadership to the employees. Through the assigned task autonomy, it is hoped that employees will be able to make decisions when the employee faces conflicts that allegedly occur while on duty.

6. Recommendations

For future research it is hoped that it will be able to highlight the work stress faced by a worker in meeting work targets which is shown by the condition of a worker in the household in his personal life. As well as that conflict between two people, can be in the form of differences in personality or style and personal problems such as abuse of power, parenting problems, and family problems.

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