Work Stress And Commitment In The Event Of A Conflict In Organizations (Qualitative Study)

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Abstract: *In an organization that is engaged in the service, there are various elements of interest in Human Resourcess, this is a picture of an organization with high complexity. Complexity is a potential source of conflict caused by friction and conflicts of interest that affect the working conditions and commitmnet resourcess. In connection with this matter, conducted qualitative research through case studies in organizations engaged in the services sector, are focus on the formulation of the problem of how the conflict in the unit description Center Management Station (CMS), the impact of conflict on job stress and commitment that happen, descriptions of conflict and alternative solution. The survey results revealed no irregularity in resourcess to occupy certain positions by the CEO. Style behavior undertaken by the CEO cause a conflict of interest among existing resourcess and impact on commitment. The causes of these problems can not be separated from culture person in the unit part addressee. Person culture is formed from sub culture inherent in every human resources. Key settlement of conflicts of interest focuses on the interests and needs of individuals rather than the position and the solution can meet the needs of all parties. Given the difficulty of finding integrative solutions and can meet the needs of all parties, it is necessary to support a third party as a mediator. So an alternative solution was divided into short-term solution and long term that refers to the fulfillment of each human resources by taking into account its sub culture.*
Keywords: *individual culture, interpersonal conflicts, conflicts of interest and commitment*

I. Preliminary

The larger the organization the more likely to be a complex situation. This complexity can be a source of potential to create a conflict within the organization, especially the conflict stemming from Human Resourcess (HR) with different backgrounds have different purposes in their work (Davis, 2002). Organizations engaged in service and has a profit orientation in this study is a good example of a complex organization of the Resourcess, capital, background and other establishments. HR in these organizations has its own characteristics, as in the organization there are various elements of HR in units Center Management Station (CMS), programmer, assistant programmer and owner. Collaboration and relationships between these elements in providing services resulting complexity of the organization, (Bovier et al., 2003). One example is the high complexity of the work to the individual settings that existed at the CMS who will do it. These conditions often lead to clashes that led to the conflict Katz (2006) says that in a complex organization the possibility of a larger conflict. Conflict is a natural process that occurs because of the interaction of two or more people, or two or more groups in decision making with (Cummings, 1999).

Given the importance of a conflict within the organization, the management must be able to manage conflict effectively than suppress or avoid it. To address this, the management needs to ask "what" and "why" instead of "who" to get to the root of problems in the process of resolving the conflict (Rizzo & House, 1972). The influence of excessive private owner, especially in terms of the distribution of work, making less than optimal management in carrying out their functions properly, so that the applicable rules or policies are not clear and also job description is not operating effectively.

Specificity of CMS work had been attached in the organization lead this unit is a unit of excellence in management and financial services organizations chosen by the surrounding community. CMS services unit where management experts (AM) activities, has a major contribution to the income of the organization, while also giving contribution to the problem. This happened long ago, one of which is the interpersonal conflicts among management teams. AM first (A1) is more senior and is one owner, while the second AM (A2) is the new PM has a Cert management and not the owner. Interpersonal conflicts between the two resulted in A2 out of the organization. In the preliminary observations made by investigators, obtained assuming that the reason is because the A2 exit unfair treatment in terms of the division of work that went into the organization is not in accordance with the rules or predetermined schedule. Assuming that the data obtained from interviews and observations at several informants that case management team, the assistant and AM are delivered through the clerk or assistant. According to the theory of Robbins (2011) concerning cotinum intensity conflict or tension the level of conflict in the organization has reached the stage of Assertive verbal attacks (using harsh words or a criticism to suppress the other party). If this is not immediately addressed feared higher conflict that is at the

stage of threats of violence and so on. It certainly can affect the performance and viability of the organization.This study focuses and describes how to distribute the work of A1 CMS clients and clients who come and not the client A1. The distribution of the problems associated with conflict A1 and A2 relationhip with job satisfaction. The management of work in question is a subscription client management activities and non-subscription client. It is in view of compliance run the Standard Operating Procedure (SOP) the AM determination in accordance with a predetermined schedule a consultation.

There are several studies on the conflict, but all of a quantitative study. Among the research is the study by Katz (2006) which showed that 50-70% of conflict in management, and 48% of them are conflicts among members, conflicts of interest by Kushandayani (2011). Until this research is made, not found any qualitative research on the conflict among members is happening in the organization. In addition, research is still not much scientific specification lifted the researchers intend raised this as a topic of research. The formulation of the issues raised in this research is how the description of the conflict and its impact on the unit commitment CMS. How can the impact of the conflict, How the description of the causes of conflict and alternative solutions.

II.   Research Methods

This study is a qualitative research through case studies that began in March 2015 until May 2015. This study focuses how the distribution of work clien AM. The distribution of the problems associated with the conflict between the existing AM. Research focused on Center Management Station (CMS) on the grounds that, Observations on the CMS can determine the flow distribution of work included in the decision making certain select AM. Setting this study provide specific contexts that give specific meaning also including the meaning of the interaction between the assistants and the AM case.Source of data in this study were informants and documents, in determining the informant taken to limit context and a small amount. Sampling is iterative, rolling and progressing (Norman & Lincoln, 1997). Key informants in this study were certified as two AM abbreviated invitation (A1) and (A2). Other informants in this study is an assistant watch as many as five people, the head of one person, one person's head guard, Owner, or the owner of CMS, represented by informants who are considered the most active in the CMS as much as one person. The total amount will be in the interview as many as ten people.

There are three techniques of data collection in this study, namely; 1). Observations made are non-participatory observation of the research object or said passive participation. Researchers come to the place of activities that CMS. Researchers make observations, but does not get involved in their activities. Observations include; the distribution of the old client and non-client non relationship. 2). Unstructured interview is an interview that is free with a line-interview guidelines outline. Researchers using a tape recorder Sony ICD-UX512F IC recorder in an interview with the informant. This recording is done there is openly shown to the respondents, some are hidden. 3). Documents in question, namely documents concerning the activities of recording activities in the CMS office to complete the information required by the researcher. These documents include; a record number of consultations and the name of AM. While the documents at Unit AM AM includes schedules guard, guard schedule konsulen AM and SOP management clients.

In this study uses ethnographic research critical approach because by using this approach easier for researchers in studying and following the research process holistically, and is part of the natural history observed (Sukoharsono, 1996).

Data analysis performed in this study using a concept developed by Miles and Huberman (1994) is a continuous series of activities starting from the data collection, data reduction, display data, conclusion or verification. In this study focuses on phase distribution procedure old clients and new clients that will be distributed to the A1 or A2. This research is more emphasis on the selection of A2 to A1 bills or new clients.

III.   Description Distribution

Researchers make observations regarding the distribution of new clients and observations indicate that there has been discrepancy division of new clients performed by assistants AM (AAM) in managing new clients. AAM in dealing with new clients prefer the A1 than A2. AAM treatment is not in accordance with the schedule in case A1 and A2.

To find out how much impact that can be caused as a result of this, first be aware of the expectations of each - each existing AM, regarding the distribution of new clients. A1 and A2 turned out expectations regarding the distribution of new clients are not the same. A1 wants the division is not in accordance with the schedule, he wants all new clients must be at Consult the A1. While A2 wants distribution adapted to the agreed schedule. While A1 expectations regarding the distribution of new clients can be influenced by his experience in the past, especially the A1 experience when working in another place, never felt let down by the existence of a more junior partner.

IV. Discussion

The conflict in the distribution of new clients. The level of conflict is inadequate or excessive may hinder the effectiveness of a group or organization and can result in reduced satisfaction of members, increased absenteeism and rate of discharge of employees, which in turn will reduce productivity. According to Moore (1986), there are five categories of conflicts: the data, relationships, values, structure and interests. A1 conflict of interest here once thick with the conditions of work that led to the money, it can be seen from the following quote ".......... for example glass, glass ...... I have not full so fill my glass first new plus another glass ...."150615-002.MP3. A1 analogize job is pundi - financial coffers with glass, that glass is not full yet still have much time to work for the money earned has not been as expected. meaning A1 A2 reluctant to share the work with the revenue generated during the A1 has not been as expected. While conflicts of interest A2 can be seen in the following excerptI also helped find clients for the organization ...., I have to be quiet possible ... yes I participate. "150615-004.MP3.

Stages of conflict, Robbins (2011) says that a person reacts through several stages of development as the conflict. Stages of the conflict in this hospital is, the conflict has been on stage five that are described in the table below.

Stagesof conflict
Stage 1: Opposition Potential
Having A1 antecedent condition to the existence ofA2
150615-005.MP3"...., Theguest, I want a discussion with me."

A2 potential mismatch conditions for A1 150615008.MP3,
"if there isa new client should be discussed together...and A1having the children note, whyA1angry, "explains A2

Stage II: Cognition
A1Sensing conflict
150615-009.MP3.........I worry if there is no client I've encountered, they are not satisfied, potential mis match conditions for A1.   A1..
A2 Feel the conflict 150615-010.MP3......no problem, I also reprimanded because knick serve new primanded because knick serve new clients, haaa...   (A2replied with alaugh), "

StageIII: Purpose
A1 Giving a response to the competitive attitude
150615-012.MP3"..I wan tall clients who come...., Talk to me first....GivingA2 avoiding conflic tresponse
150615-016.MP3, "I want clients coming handled by members of the guard. ...But I say, yes pleaseup toA1

StageIV: Behavior behave open behave open, blatant to carry out the intent and purpose."Yes,a few days there is a potential client....but I have never been involved." 150615-017.MP3A1, "I hadin coming to mein speaking to the A1...(A1 replied with alaugh), "...150615-019.MP3
A2 Dodge be have and look for ways to maintain his point"But we also fea ra pack, becauseI was never reprimanded for dealing with new clients" 150615-022.MP3

Stageconflict:
Phase V: Results
Interest objectives achieved by the strategies created that is pressing and intervention AAM says: ...I was afraid..so yes yes...I said later wrote memo say to another friend's apartment as well. "150615-026.MP3
A2 Thre aten Revoke Membership. A2, "I wants the heck I was given time to the scheduled consul me like that... but I said to the AAM if yes.. up to A1alone." Accommodating 150615-029.MP3(originally accommodating)...Well, then I amout of the CMS..., it does not matter, elsew here stillexist.... "150615-012.MP3
Reaction conflict conducted by each – each AM byTosietal., (2000)

A1.Commpeting
I wants to know …......this instance glass mam (the name of the researcher) My glass is not full so fill my glass first new plus another glass ... but yes it was, an important member of the other was carrying out his own client and that the practice of consulting his client here for it. "150615-015.MP3

A2: Avoiding, "I wants the heck I was given time to the scheduled consul me as that ... but I said to secretary, if not to be ...... up to A1 alone." Accommodating 150615-021.MP3

ACC (originally accommodating)... Well, then I am out of the CMS ..., it does not matter, elsewhere still exist .... "150615-025.MP3

A1 ruled AAM, 150615-026.MP3"(It's easy, just tell the client looking for the A1 .... its wrong" 150615-0027.MP3 AAM " Yes sir ... so delish according to A1 as what ..we just go. "150615-029.MP

The cause of the conflict on AM in CMS. Conflict is something that is almost impossible to be separated from the life of the organization. During resourcess still have an interest, will and ideals, conflicts always "follow them".The cause of the conflict on the distribution of clients among which is the incompatibility of the distribution client, although a specific schedule has become SOP or rules should be implemented. The problems of irregularities in the distribution of client caused by injustice duty officer. AAM deliberately and know ingly commit injustice in violation agrred existing schedule. AAM2 ... .but for new clients general yes suit said Ms. mister (A1) .. all the clients that had Mr. N (A1) 150615-032.MP3

As an executive responsible for determining to clien who came alone to CMA, the chief prefers AM A1 than A2. Many clien who came alone that should be given to the A1 A2 rights. AM's head, as leader in the CMS unit using behavioral style as a style of decision-making for selecting A1 or A2 for clien who come alone. Style low tolerance behavior on ambigusitas and social care for the environment. To avoid conflicts with the A1 and fully concerned with the fulfillment of the interests of the A1, head of AM works well with A1 ,, but the decision is actually detrimental to A2."From the first days of the mister ... since the beginning of our work here (two years ago) A1 it says it should be in the consul to him but did not field add. 150615-037.MP3 "Well we actually rarely consul to A2 hell mam ... because afraid at A1, we're each month must report the number of new Kilen come alone there how and to whom, there is no sender what ..." 150615-039.MP3. To be able to explain the behavior style chosen by the AM's head, then the theory is right and appropriate cultural theory by Handy (1985) divides organizational culture into 4 culture, ie the culture of power culture, task culture, role culture and culture of the person culture. In an organization can have multiple cultures at once, even each unit - a unit within the organization may have different culture - different.

The dominant culture in the CMS unit is a person culture. Handy person defines culture as culture is very individualistic and private interest takes precedence over the interests of the organization. Individual cultures are common among consultants and lawyers. This individual culture is difficult to set up can only be addressed. This culture rejects the existence of formal rules and simply - eye to meet individual needs (Rizzo & House, 1972). Like the interview excerpts below ".... I want ... .. all new client was consulted to me all the first and then my client later determine to whom it is addressed ....150615-042.MP3 The attitude of the head of AM can not be separated from the sub cultur attached to the individual (Mannion, 2004) explains that resources tend to have high loyalty to their job, very ethical and very collegial. AM's head over his colleagues assume A1 as compared to A2. That is because A1 is instrumental in recruiting people to work at AAM head CMS. The negative impact of such treatment decreased the commitment of member A2 resulted in the release of the organization, is in accordance with the opinion that there are two complementary dimensions which consists of: (1) Affective commitment, and (2) calculative or cognitive dimension (Linda Rhoades, et al., 2001). Bagyo (2014), each member organization has a base and a different behavior based on its organizational commitment. Members of the organization who has a basic affective organizational commitment to have different behavior with members of an organization that is based on continuance. Members of the organization who wants to become a member will have a desire to use the business in accordance with the objectives of the organization. Instead, they were forced to become a member would avoid financial losses and other losses, so it may only do business that is not maximal.

V.   Alternative Settlement

Short-term settlement which is intended to overcome the problems that happen immediately against members of AM, guard duty, and AAM. Alternative settlement of potential conflicts of interest in CMS expected to provide input to the CMS. Before stepping on the stage of completion, the management should first know the basic needs of each AM as has been submitted by Adair (2010) on the theory of needs. The key to the settlement of conflicts of interest is focused on the interests and needs of the individual instead of the position and the solution is a solution that can meet the needs of all parties. Given the difficulty of finding integrative solutions and can meet the needs of all parties, the need for assistance from a third party. Miller in his book Approaches and Processes (2008) says, the presence of a third party is often needed to help resolve difficult conflicts solved by individuals or groups in conflict well as through informal discussions or negotiations. The presence of a third party as a mediator can facilitate existing disputes, but do not set policy or it could be as arbitrator makes a decision based on the arguments and explanations or even proposals of the parties- the parties to the dispute. Mediation way, the conflict in CMS is a conflict of interest. When referring to Moore's theory, then an alternative solution to potential conflicts of interest one of which is to develop integrative solutions and

can meet the needs of all parties. The solution must focus on the interests rather than to the position. Therefore, the fulfillment of the interests of each-each party is the key to a settlement of this conflict of interest. This settlement is not easy, should involve a third party as a mediator to facilitate communication between the parties hostile. Moore also classify the typology of mediators, namely social networking mediator, the mediator authoritative and independent mediators. Typology relevant to the resolution of conflicts in the CMS is a type of social networking is concerned still have networks or social relations, especially with the CMS. In this case the party is that in segani owner by the other owners. Owner is the one who initiated the establishment of the CMS, which is expected to bring or recall the commitments and objectives of the establishment of the CMS. In addition, the leadership of CMS should be able to consider the interests of each-each personally involved in the management team of consultants. How to Negotiate, Robbins (2011) says that the only way to resolve conflicts of interest is to negotiate. Negotiation is a process of two or more parties exchanging goods or services and try to agree on the exchange agreed. There are two kinds of bargaining models commonly used in the negotiations, namely distributive bargaining and integrative bargaining. Referring to the theory of Moore (1986) and Robbins (2011), resolution of conflicts in the CMS is expected to be done by way of short-term and long-term. Short-term settlement by way of distributive bargaining. This has already been done, namely sharing agreements consul schedule. A1 has a duty schedule four times a week, while A2 three times a week. However, these negotiations did not give a favorable deal for the A1, so A1 violate the agreement.

Referring to the theory Robbins, by means of integrative bargaining in relation to the organization, preferably offers integration of the distribution deals, because the foundation is a long-term relationship. The integration binding offer each - each negotiating parties and when they left the negotiating table feeling satisfied. Conditions expected on conflict resolution in the range of aspirations A CMS is assumed as the A1 and B are assumed to range aspirations as A2 can be focused on a range of agreements. It is indeed difficult to do given the aspirations of each consultant so individualistic that is not easily implemented. But this can be circumvented by presenting a third party that is expected to bridge the negotiation process on the agreement between the parties hostile, although this process takes a long timeLong-term settlement of the question is the of the process of development of the hospital as a whole. Such efforts can be initiated in a way that is: Restores the function and authority of the management of the organizations entirely for the betterment of the organization. Efforts are: (1) Restore the functions and authority of management to manage the organization in other words the rule is run by the firmness of management in its implementation. (2) Changing the cultur person to be a role culture with Persuasive.Persuasive approach taken is (1) an approach which is between Management Institute with the owner, the owner hopes to provide input to management of CMS to be used as a reference in policy making (2) The approach is individual to the parties involved in the conflict. With the hope to explain openly and engage it in terms of client distribution policy making. It aims to provide a view that these organizations need development in the future and it is possible to add resouecess: (3) between the management approach to all owner in hopes of getting input management collectively be used as input for policy making organization. The foregoing aims at forming Role cultur, so the organization runs in accordance with the applicable rules. Good organization is certainly not easily affected by the intervention and pressure from other parties.

VI. Conclusion

Distribution client who came to have unique characteristics, especially in the distribution of new cklien to expert consultants. Facts on the ground indicate that there have been irregularities and injustice in the election management experts conducted by the chief assistant to manage the distribution of client management. To find out how much impact that can be caused as a result of injustice, then the first to know about the expectations of each- each surgeon there. Each doctor's expectations are different depending on their perspectives on interests. The difference between one's desires and expectations with others will lead to interpersonal conflict.Conflicts in CMS is interpersonal conflict where each member has a conflict of interest. Conflicts of interest here once thick with the conditions of money, and this is in accordance with the definition of conflict of interest, one of which is a substantive interest including money. Stages of the conflict on the CMS is already reached the stage at the level of tension assertive verbal attacks. As in A1, already occurred antecedent condition to the existence of A2. Feel no contest and must maintain its existence then A1 openly suppress and interventions to secretary and attending physicians. While A2 in conditions armpit skewer potential, but A2 choose how to avoid or avoiding the exit of the organization. This may indicate a problem on the job satisfaction management experts afore said causing the reaction.

The causes of conflict in this case caused by the consul schedule does not run, resulting in the division of non-referral patients who are not appropriate. Many things affect why it happens, in this case the researchers to approach and extracting information in order to obtain mendasar.Reason is not an easy thing considering the root of the problem is so laden with cultural sub respectively formed on each expert management and other support resourcess.

VII.   Suggestion

Referring to the above conclusion, then there are some things that can be used as input to the management, namely: (1) Immediate addressing these problems with conflict resolution in "Resolution conflict" with the aim of addressing the causes of conflict and trying to build a better relationship to all elements involved. (2) Approach with a reference sub-culture for each resourcess involved to be able to understand them more deeply, so that the goal of conflict resolution can be accomplished. (3) Immediately seek the involvement of a third party, in this case someone who is considered senior and respected by the parties bersiteru to bridge the conflict resolution, by way of mediation. In this case can be selected as Owner who initiated the establishment of this hospital. So expect its existence can berpengruh to the settlement of existing conflicts. For the long term, should seek to restore the functions and powers effectively for the betterment of the organization in the future.

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