

The Role of Group Dynamics in Resolving Conflict

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ABSTRACT

The main objectives of this study were to understand how group dynamics can influence a group's ability to resolve conflicts and to identify the internal and external factors that influence a group's ability to resolve conflicts. The method used in this research is a literature study. Literature review is a study that examines or critically evaluates knowledge, ideas and findings in academically oriented literature and formulates theoretical and methodological contributions on a particular topic. The results of research using literature review include the definition of conflict, the origin of conflict, types of conflict and conflict resolution techniques. Conflict can arise because one party or one party feels disadvantaged. This loss can be material or non-material. Group dynamics an effort to accelerate the dynamics of all participants and led training groups so that the group becomes more dynamic and the goals and objectives of training become more effective, efficient and quality. Conclusion In conflict resolution, it is important to find solutions that integrate different interests and encourage cooperation. Constructive cooperation and the ability to compromise can help achieve a more satisfactory outcome for all parties. Keep in mind that each collective conflict has its own dynamics and no one approach can be generalized.

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Introduction

Humans are social creatures who can never be separated from interaction and communication with other humans. (Marpaung, 2018) Through his subjective potential he can shape and influence his environment, and through his objective potential he can be influenced by his environment. This means that in the process of education and training, on the one hand, he needs education and training and, on the other hand, he must be given the opportunity to develop his potential. In a situation where the individual has the freedom to develop his potential, this recruitment process will be easier.

Of course, problems always arise in the world of organizations, both influenced by the external and internal environment, and the problems that arise usually lead to conflicts among organizational members (Suhartono & Wardayani, 2022). Conflicts that arise in an organization can affect the sustainability of the organization. There are many reasons why conflicts arise, such as different needs, different values and different ways of achieving

goals. There are also constraints related to power, status, certain resources such as time, popularity and money, and competition (rivals).

In organizations, of course, there are ways to resolve conflicts so that they do not drag on, one of which is group dynamics. Group dynamics can be formulated as follows: Methods and processes that aim to increase the value of group cooperation; in other words, the methods and processes of group dynamics aim to develop and build groups that were originally a collection of individuals who did not know each other into a group unit that achieved a goal, a set of norms, and a mutually agreed effort (Trimawartinah, 2020). From the above problems, The main purpose of this research is to understand how group dynamics can affect the group's ability to resolve conflicts and to identify internal and external factors that affect the group's ability to resolve conflicts. The novelty in this research is that this research can provide a deeper understanding of how interactions between individuals in groups can affect conflict resolution. It may reveal a more complex relationship between factors such as communication, trust, and power dynamics in groups.

Method

The method used in this research is library research or literature review, which is research that examines or critically examines knowledge, ideas, or findings in scientific literature and formulates theoretical and methodological contributions to a particular topic (Mahmud, 2018) Data collection techniques were conducted by searching articles, books, slides and internet information. The literature search included basic theoretical books and journal articles published in full text in PDF format and on Google Scholar (peer-reviewed journals) between 2013 and 2023. The Google Scholar search yielded more than 7,000 articles on the topic of group dynamics for conflict resolution. The criteria for the reviewed journals were research articles in Indonesian and English on the topic of group dynamics for conflict resolution and several articles related to group dynamics for conflict resolution. The data processing technique consisted of categorizing the titles according to a predetermined topic, namely group dynamics in conflict resolution. After categorization, we looked at similarities, differences, relevance, timeliness and applicability. The data analysis technique was carried out by sorting by topic and year of article writing. The data obtained in this study is secondary data because it is not based on direct observation, but on the findings of others. Through this literature analysis method, we hope to obtain a clear picture of group dynamics in conflict resolution.

Results and Discussion

The results of the research using a literature review provide a definition of conflict, the origin of conflict, types of conflict and conflict resolution techniques. Conflict occurs when each party or one of the parties feels disadvantaged. This loss can be material or non-material. To prevent conflict from occurring, these causes should be studied first.

The first is disagreement and conflict can arise from a difference of opinion, where each party feels that it is greater than the other. If this disagreement is acute, it can lead to bad taste, tension, etc. The second is misunderstandings are another source of conflict. For example, although one person's behavior is for a good cause, the other party perceives the behavior as harmful. The third is both parties feel aggrieved. One's behavior may be seen as detrimental to the other, or both parties may feel aggrieved by the other. The aggrieved person naturally feels bad, lacks sympathy, and even resents. Such feelings can lead to

conflict. The last is overly sensitive emotions. Overly sensitive emotions may be natural, but are considered dangerous by the other party. In other words, from a legal and ethical point of view, this behavior is not actually considered wrong, but because the other party is too sensitive, it is still considered harmful and can cause conflict. All four conflicts above arise from internal factors, but conflicts can also arise from external factors. External factors occur when conflicts are ignited intentionally or unintentionally by other parties. This can happen by putting the conflicting parties in conflict with each other (Lumintang, 2015)

Definition of conflict

The word "conflict" comes from the Latin "configere", which means "to attack each other". The word "conflict" is defined sociologically as "a social process between two or more people (or groups) in which one party tries to get rid of the other party by destroying or rendering the other party powerless". Conflict can also be defined as "a relationship between two or more parties (individuals or groups) who have different goals or interests". Conflict is usually caused by different views in seeing or achieving certain goals. Differences of opinion are a natural phenomenon in an organization or company. Not only at the organizational or corporate level, in the midst of community life (everyday) conflicts often occur. This means that in the "interaction process" between individuals or between individuals and groups, there is no guarantee that agreement will always be reached Herlianto et al., (2012) Conflicts arise when two or more people disagree about various conflicts, tensions and difficulties between the disagreeing parties. Conflict can also lead to confrontational attitudes between the two parties, where each party perceives the other as an enemy/obstacle that hinders their efforts to achieve their goals and fulfill their respective needs. Conflicts can arise in a variety of social situations, including within individuals, between individuals, groups, organizations and countries (Tamami et al., 2023) Conflict is a situation in which one person or a group of people, in an attempt to achieve a particular goal, has different views on something, which manifests itself in behavior that is inconsistent or contradictory to that of the other parties involved (Setyahadi, 2018)

Types of conflict

The style of conflict resolution used by a person (or organization) is strongly influenced by the perceptions, personality, motivations, and abilities (reference group) used by the person or organization. The choice of style is a function of the particular special situation and the person's basic orientation and behavior in dealing with conflict, which in this case is closely tied to the values the person believes in.

Lumintang, (2015) Conflicts are categorized as follows a) Role conflicts that occur within a person (person-role conflict). The person chooses not to perform something according to the applicable rules because the applicable rules are unacceptable to that person; b) Inter-role conflict: when people face problems in fulfilling two or more conflicting roles; c) intersender conflict: a conflict that arises because one person has to meet the expectations of more than one person; for example, a dean has to meet the various demands of the dean; d) Conflict arising because conflicting information has been communicated. (intrasender conflict).

Toha (2018) argues that there are five types of conflicts in terms of the parties involved in a conflict. a) Intrapersonal conflict is a conflict that occurs within a person / a person is in conflict with himself/herself. This conflict occurs when a person has two needs at the same time that are impossible to satisfy simultaneously. b) interpersonal conflict is a conflict that occurs between people because of conflicting interests or desires. It often occurs between two people of different ranks, positions, or fields of work. c) Conflict between an individual

and a group. An example of an individual being punished by his or her work group for failing to meet the standards of the group to which he or she belongs. d) Conflict between groups within the same organization due to a conflict of interest between the groups.

Conflict Resolution Techniques

Conflict resolution, the style that a person (or organization) adopts is strongly influenced by the perceptions, personality, motivations and skills (reference group) that the person or organization adopts. The choice of style is a function of certain conditions and the person's basic orientation and behavior in dealing with conflict, which in this case is closely linked to the values he or she believes in (Madiistriyatno, 2022)

Regardless of whether an individual, group, organization, or company is involved, the following types of conflict resolution are available. a) Reconciliation: this is an attempt and desire to work together and build better relationships for the greater good. b) Persuasion, which is an attempt to change the other party's point of view. by pointing out possible "disadvantages" accompanied by factual evidence, and by demonstrating that the proposals presented will bring "advantages" and are compatible with the applicable legal norms. c) Negotiation. This involves reaching a solution acceptable to both parties through the exchange of acceptable concessions. Indirect communication may be used without explicit commitments. d) Integrative problem solving: attempts to solve problems by integrating the needs of both parties, sharing information, facts, feelings, and needs openly and honestly. In this process, mutual trust is fostered by jointly formulating alternative solutions. e) a method in which one or both parties withdraw from the relationship to resolve the problem. This method is effective when the problem does not require interaction between the two parties, but conversely, it is not effective when the problem requires interaction between the two parties. f) Coercion and oppression: this is a method of bringing the other party to their knees. This style is especially effective when one party has formal authority over the other. If there is no difference in authority, threats or other forms of intimidation are used. However, this method is less effective because one party must give in and surrender by force. g) Intervention of a third party. If the parties to the dispute are unwilling to negotiate, or if their efforts are stalled or unsuccessful, a third party may become involved in resolving the dispute. Forms of dispute resolution involving third parties are described below.

Definition of group dynamics

The word dynamics is derived from the Greek word "dynamics" which means "force." Dynamics is a fact or concept that refers to conditions of change, especially force.

Group dynamics is derived from the words dynamics and group, where dynamics refers to the interaction and interdependence between groups, while a group is a collection of individuals who interact and have a common goal. Groups are natural because as social beings, people influence each other to form certain groups (Trimawartinah, 2020)

Group dynamics is a branch of social science that studies human behavior in groups, explores the forces at work in groups, explores their causes, and explores the consequences for individuals and groups (Amir, 2009)

Understanding the concept and dynamics of conflict is an essential component of the study of organizational behavior. Like the other concepts discussed in this publication, conflict is complex. Conflict is often interpreted differently by different people and ranges in intensity from "petty" disagreements to wars between nations (Lumintang, 2015)

Group dynamics in the educational world, as a method/process, is part of management to create optimal cooperation among student groups and make the learning process more optimal, effective, efficient, and productive (Yusliyadi & Norhadi, 2020)

A group dynamic is a group consisting of two or more individuals with a clear psychological bond between one member and another that arises in situations they experience together (Nasharuddin, 2019) Group dynamics is also defined as a concept describing group processes that are in constant flux, evolving, and able to adapt to changing circumstances (Herlianto et al., 2012) Group dynamics has the following purposes a) to awaken the self-esteem of group members towards other members and to create a sense of mutual respect. b) to increase the sense of solidarity among members, to ensure that they respect each other and respect each other's opinions. c) create open communication with group members. d) to generate goodwill among colleagues.

The process of group dynamics begins with individuals who come to the group from different backgrounds and who do not know each other among the individuals in the group. They are icy and hardened. The individuals involved in the group try to get to know the other individuals. This process is called breaking the ice. Once they get to know each other, a group discussion begins, which can sometimes become heated. This process is called storming and leads to changes in the attitudes and behavior of individuals. At this stage individuals experience a process of personal development. On the other hand, each group needs a set of mutually agreed 'rules of the game'. Based on these rules, individuals and groups carry out different activities. The process of group dynamics is well illustrated in the following diagram (Madiistriyatno, 2022)

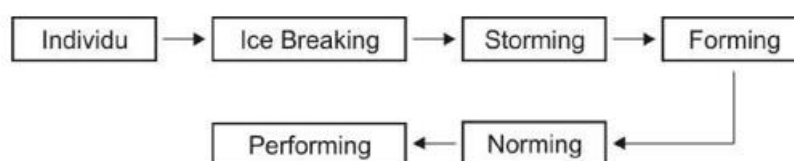


Figure 1. process of group dynamics

Importance of Group Dynamics are individuals cannot live alone in a society. Individuals cannot work alone to fulfill their lives. A large society requires a division of labor to ensure that work is done properly. Democratic societies cannot function well unless social institutions function effectively.

The functions of group dynamics themselves include the following (Herlianto et al., 2012). Forming mutually beneficial cooperation in dealing with life's problems; The facilitation of any work; Managing work that requires problem solving and reducing the burden of too much work so that it can be done more quickly, effectively, and efficiently; and creating a democratic climate for social life.

Group dynamics is a branch of social science that studies human behavior in groups, a science that studies the forces at work in groups, explores their causes, and describes their individual and collective outcomes (Amir, 2009) Group dynamics in the educational world, as a method, procedure, or process, is part of management that creates optimal cooperation among groups of students so that the learning process becomes more optimal, effective, efficient, and productive. Group dynamics as a method or process is the way in which each student or group member perceives who he or she is and who the other members of the group are, including all the strengths and weaknesses of each participant and the differences in their perceptions. (Yusliyadi & Norhadi, 2020). Group dynamics is literally a compound

term consisting of dynamics and group, and describes the collective movement of people or groups in carrying out organizational activities. Dynamics is the pattern or process of growth, change, and development in a particular area, a system of interconnected and interacting links due to the direct relationship between one element and another. This definition of dynamics emphasizes movement that arises from within itself, meaning that the source of the movement arises from within the group itself, not from outside the group.

According to Malkolm and Knowles (1975), a group is a gathering of two or more people and can be called a group if the following conditions are met:

Unique membership, identified by name or other identity. a) A group consciousness exists, with all members feeling that they are a group, that there are others outside of them, and that they have a unified perception of the group. b) A sense of having a common goal or purpose. c) Interdependence in meeting needs, i.e., each member needs the help of the others to achieve the goals that unite them within the group. d) The occurrence of interactions in which each member communicates with, influences, and reacts to the others. e) The ability to act in a certain agreed upon manner, meaning that the group is already one organizational unit for achieving the group's goals.

The Role of Group Dynamics in Conflict Resolution

Group dynamics is an initiative that accelerates the building of dynamics in all participants, as well as in the educational and training group to be carried out, so that the group becomes more dynamic and can achieve the objectives of the educational and training activity more effectively, efficiently and qualitatively. Specific features and technical results of group dynamic learning (Faisal, 2018). Methods and tactics for conflict management: overcoming and resolving conflicts is not a simple matter. The ability to resolve conflicts depends on the willingness and openness of the parties to the conflict to resolve them, the severity and level of the conflict, and the ability of third parties to intervene (mediate) to resolve the conflict that has arisen. Suggested resolution: Attempt reconciliation for mutual benefit and to improve cooperation and relationships: Attempt to change the other party's point of view by pointing out the possible disadvantages of presenting the facts and showing that our proposal will be favorable and consistent with prevailing norms and standards of fairness, and b. Consistent with general principles of law. Negotiation: The process of exchanging concessions that may be included in the resolution of a problem in order to reach a solution that is acceptable to both parties: and an attempt to resolve a problem by considering the needs of both parties. The process of sharing information, facts, feelings, and needs is done in an open and honest manner. Mutual trust is built by developing alternatives that provide balanced benefits to both parties. Withdrawal: A form of problem solving in which one or both parties withdraw from the relationship.

This method works well when both parties don't need to interact on a task and is not effective when tasks are interdependent. Coercion and pressure: This method of getting submission and pressure from the other party works well when one party has formal authority over the other. If there is no difference in authority, you can use threats or other forms of intimidation. This method is often less effective because one party is forced to cave in and submit. Third-party intervention: If the disputing parties are unwilling to negotiate, or if negotiations are stalled, a third party can intervene to resolve the dispute.

Conflict Stimulation Method. These methods are used to stimulate passive workers in situations where conflict is too low. Conflict stimulation methods include inserting or placing an outsider in the group, restructuring the organization, providing bonuses,

concentrated payments, and rewards to promote competition. Selecting the right leaders. Treatment that deviates from the norm.

Methods to reduce conflict. This method reduces the level of hostility caused by the conflict by "ice breaking," but it does not resolve the issues that caused the conflict in the first place. Conflict resolution methods This method focuses on the leader's actions that can directly affect the parties to the conflict (Wahyudi, 2015)

There are three common resolutions in this method. Control and repression This method is based on autocratic and repressive power, a more diplomatic response, an evasive response in which leaders do not take firm positions, and attempts to resolve conflicts between groups through majority voting procedures. Compromise Managers seek solutions that are acceptable to the disputing parties to resolve problems. Compromise can take the following forms Separation: the disputing parties are separated until an agreement is reached. Arbitration (tribunal): The disputing parties refer the matter to a third party under applicable rules. Rules-based resolution (rule invocation): The dispute is restarted (Setyahadi, 2018)

Conclusion

Effective communication in group dynamics is an important element in group conflict resolution. Group members need to listen to each other with empathy. They should clearly articulate their positions and try to understand each other's points of view. Cooperation and compromise should be prioritized, as conflicts often arise from differences in interests, values and views among group members. In conflict resolution, it is important to integrate different interests and seek solutions that encourage cooperation. The ability to cooperate constructively and compromise can help achieve a satisfactory outcome for all parties. Keep in mind that every group conflict has its own dynamics and no one approach can be generalized.

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