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## THE ROLE OF STRATEGIC LEADERSHIP IN MANAGING CONFLICT AND RESISTANCE TO CHANGE AT AIPSU MEDAN PRIVATE HIGH SCHOOL

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### ABSTRACT

#### KEYWORDS

Conflict Management  
Strategies, Teamwork  
Performance, Education  
Staff

The purpose of this study is to explain the effect of conflict management strategies on teamwork performance. Conflict can happen to anyone and anywhere regardless of status, income and position. Someone who is not able to manage conflict will boomerang on his own performance and ultimately affect the company's performance. Thus, a conflict management strategy is needed as an effort to create good performance for individual employee performance and team performance. The results of the study prove that the hypothesis which states that conflict management strategies have a positive and significant effect on teamwork performance is accepted. This explains that conflict management strategies can contribute to teamwork performance through the ability of employees to accommodate ideas from co-workers, the ability to avoid differences of opinion by maintaining feelings and maintaining communication relationships, and collaborating on work methods. Suggestions for this research should be to improve conflict management strategies such as competing strategies at work by providing opportunities for other colleagues to use their expertise in making decisions and finding solutions to work completion.

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### INTRODUCTION

The world of education is currently moving into one world market, an efficient and transparent market, which covers unlimited areas. Globalization has inevitably become a trend of every organization, both business, social and educational organizations. Countries that do not want to enter into the efficiency and transparency will be left behind because of the dynamics of change. Change is actually something dynamic and will continue to occur until the galactic rotation stops. Every era will always change in line with changes in time. Along with the dynamics of a change, many are crushed and disappear from the circulation of civilization, however, many also survive and are able to face the changes that occur (Antou, Oentoe, Lumapow, & Tilaar, 2022). Likewise in the leadership role, nowadays it needs to be managed through the management of conflict and defense to deal with changes in the world of education.

Change known as Change Management is an approach to the transition of individuals, teams, and organizations to a desired future state. Change is a human need, whether change comes quickly or slowly. Changes are made to overcome crises that will be faced by the organization, especially crises in the future. Crisis in the organization usually occurs due to the lack of adaptability of the organization to face various changes, both individual changes in the ranks of the organization, internal organizational crises and crises caused by external factors of the organization (Azizy, 2007).

Meanwhile, Wilbert and Moore define change in the social context of social life, namely as a process of changing the structure and function of social systems. These changes occur because of the inclusion of reform ideas adopted by the members of the social system concerned. Social structure is a pattern of behavior and social interaction. Based on this explanation, change is a natural condition that occurs in this universe. Both related to human life and organizations in order to transform in order to continue to survive and achieve the desired goals (Handayani & Indartono, 2016).

Commonly these occur due to, among others, summer vacation, closed formal education, dropping out of school, senior year, long-term absence from school (possibly due to health problems), ineffective teaching, and poorly coordinated lesson plans (Hoon, 2013).

Not only at that point, resistance to change in the world of education occurs in many aspects which are indicated by protests, demonstrations, anonymous letters, strikes, rumors, undisciplined and often late and even absent from work, apathy, and not doing main tasks. such as daily performance, not wanting to attend meetings, not participating in flag events, and other activities (Khairani, Siahaan, & Rifa'i, 2021).

Based on the explanation, the emergence of skepticism and apathy is the result of resistance to change. Indeed, teachers or educational organizations must be ready to change, resistance to change will lead to setbacks, decreased productivity which in the end only brings educational organizations deeper into adversity. In addition to resistance to change, conflict is also an inhibiting factor in building an organization. jeopardize the integrity of the organization (Kusworo, 2019).

Conflict comes from the word *confligere*, *conflictum* (collision with each other), namely all forms of collision, collision, incompatibility, incompatibility, conflict, fights, opposition and antagonistic interactions that are contradictory. Meanwhile, the wirawan said that Conflict is one of the essences of human life and development which has diverse characteristics. Humans have differences in gender, social and economic strata, legal system, nation, ethnicity, religion, belief, political flow, as well as culture and life goals. Human beings, these differences always lead to conflict (Nurzanna & Purba, 2019).

Seeing this explanation, conflicts will always occur anywhere and anytime. Conflicts have occurred in the past and present at various organizational levels. In educational institutions, conflicts also often occur, not even a few conflicts occur for a long time even to the next generation. Several universities in the city of Medan have experienced quite a long conflict, even as a result of the conflict, there was dualism in management. In social organizations, both youth and community, conflicts often occur which lead to dual leadership. In fact, the success of an organization or educational institution is largely determined by its comfort and conduciveness (Edmondson, 2012). For this reason, conflicts must be managed properly so that there are no clashes and clashes. Conflict must be managed carefully because the success of managing an organization will build the spirit and strength of the organization to grow and develop in a better direction. For that we need a strategic leader who is able to manage conflict well so as to be able to build new motivation for organizational personnel (Papinot, 2020).

Strategic leader comes from two important words, namely leader and strategy. Strategy is a term that is often used in various fields, including in the field of education. Strategic management in education is also often used in an effort to improve the quality of education. The term strategy is basically It is often used in the military field, especially during war, to arrange tactics to achieve victory in the war. However, as the times progress and science increases, it has entered all aspects of life, both in one's personal life in achieving success and the success of an organizational group. It is undeniable that every human activity if it wants its goals to be realized in achieving these goals must be considered and considered from the beginning of planning a strategy to implementing the strategy. future goals and produce to realize these ideals (Saefullah & Rusdiana, 2016).

Strategic thinking is an effort to formulate the most effective strategy by taking into account the influence of external factors on an organization from a national and global perspective. The issues discussed are strategic planning and policies in a long-term perspective which are formulated into the organization's vision and mission. This will make it clear what we need to do in today's internal and external context of the organization by setting up appropriate plans and monitoring systems to ensure that the organization is doing the right things (Saputra & Fauzi, 2022).

Based on this study, it is interesting to analyze how strategic leadership is able to manage conflict and people are resistant to change. Conflict and resistance to change are two things that are intertwined and affect organizational decline. Conflicts cause clashes between groups to protracted disputes while being resistant to change will result in the organization becoming increasingly stagnant, not developing and even stopping in the middle of the road, for that, we need leaders who are not mediocre, but visionary leaders who have a wide range of thoughts. far ahead and leadership is strategic leadership (Sirait, Hadi, & Ambarita, 2019). This study aims to analyze changes in the world of education through the role of leadership. This research is useful for the advancement of the world of education, especially in terms of conflict and defense management at APIPSU Medan Private High School.

## METHOD RESEARCH

The type of research used in this research is descriptive qualitative. Bogdan and Taylor in Moleong define qualitative methodology as a research process that produces descriptive data in the form of written or spoken words from people and observable behavior. This type of research uses a qualitative approach and rationale to understand a symptom and phenomenology, while the type of research used is a case study. The data collection technique used in the research is to use participatory observation (observation), interviews and documentation.

## RESULT AND DISCUSSION

### A. Handling Conflict

Conflict as a mainstream form of resistance or dissatisfaction must be managed properly, because if it is not managed properly it will lead to bigger problems. At that point, the role of the leader plays a very big role. Leaders who are strong and think strategically will be able to manage conflict towards organizational improvement. For this reason, strategic leaders who understand conflict management are needed. Conflict management is the way in which leaders respond to conflict. In almost the same sense, conflict management is the way the leader assesses or takes into account conflict (Tahalli & Prasojjo, 2021).

Based on the analysis above, strategic leadership plays a fairly good role in managing conflict and managing resistance to change.

According to Stevenin in (Sitanggang, Lopian, & Soegoto, 2021), there are five steps to achieve peace in conflict. Whatever the source of the problem, the following five steps are fundamental in overcoming the difficulty:

1. Introduction. The gap between the state that exists or is identified and how it should be. The only trap is the error in detecting (ignoring the problem or assuming there is a problem when it really isn't).
2. Diagnosis. This is the most important step. The tried and true method of who, what, why, where, and how worked flawlessly. Focus on the main problem and not on the trivial things.
3. Agree on a solution. Gather input on possible solutions from the people involved. Filter out solutions that are impractical or impractical. Never finish in a way that is not too good. Look for the best.
4. Execution. Remember that there will always be advantages and disadvantages. Be careful though, don't let these considerations unduly influence the choices and direction of a particular group.
5. Evaluation. The solution itself can give rise to a new set of problems. If the solution doesn't seem to work, go back to the previous steps and try again.

Meanwhile, (Umar, 2001) said that managers and employees have several strategies in dealing with and resolving conflicts. These strategies include:

1. Dodge. Avoiding conflict can be done if the issue or problem that triggered the conflict is not very important or if the potential for confrontation is not balanced with the consequences. Avoidance is a strategy that allows the conflicting parties to calm down.
2. The nurse manager involved in the conflict can brush off the issue by saying "Let both parties take some time to think about this and set a date for discussion."
3. Accommodating. Providing opportunities for others to develop problem-solving strategies, especially if the issue is important to others. Thing
4. this enables collaboration by giving them the opportunity to make decisions. Nurses who are part of a conflict can accommodate the other party by putting the other party's needs first.
5. Competition. Use this method if you believe you have more information and more expertise than others or when you don't want to compromise your values. This method may trigger conflict but is an important method for security reasons.
6. Compromise or Negotiation. Each of them gives and offers something at the same time, gives and takes each other, and minimizes the shortcomings of all parties that can benefit all parties.
7. Problem Solving or Collaboration. Win-win solution where the individuals involved share a common work goal. There needs to be a commitment from all parties involved to support and care for each other.

Based on this, the Principal of the APPSU Medan Private High School made a diagnosis of the conflict with a strategic approach. Based on what has been faced by individuals or groups. By implementing the above steps, conflicts can be prevented and controlled.

## B. Handling Against Change Resistance

To reduce resistance to changes made by the school, the Principal of the APIPSU Medan Private High School as a manager must take serious, detailed and targeted handling as

desired by the opponents who oppose the change. Handling the rejection of change is something that happens in any educational institution, the problem of course lies with teachers who have various backgrounds and different intellectual abilities. Besides, resistance to change can also be caused by the fear of losing one's position and position and position. Rejection of change will jeopardize school development, so principals must be observant and immediately provide teachers with an understanding of the importance of change.

There are several strategies used as a way to deal with the negative reactions of resistance to change. Some of the methods that a manager can choose from generally have their pros and cons, but in this approach it really depends on the individual situation, as shown in the table below.

1. Education and communication

As the most basic way/approach to deal with resistance, education and training are carried out which are the dissemination of knowledge that has been obtained by change initiative makers through various kinds of education and training to other members of the organization.

2. Participation and engagement

Low participation in implementing change, as part of the attitude of organizational members who are members of opposition groups, this kind of attitude is a manifestation of the fact that people have varying abilities in adapting themselves to changes.

3. Convenience and support

The use of teachers who have high skills and initiatives is very supportive in implementing organizational change. This kind of thing is very appropriate if the rejection that is made develops based on his fears and worries.

4. Negotiation and agreement

Negotiating activities with resistance to change is very potential. Through the exchange of human resources, the provision of sanctions for those who are not disciplined, accommodation, provision of remuneration in sequence needs to be done.

5. Manipulation and cooperation

In the manipulation process that seeks to distance oneself from potential resistance to change, the manipulation process is not only a persuasion activity, but in this case it is used as a tortuous tactic to trick individuals or groups into changing.

6. Explicit and implicit coercion

The last approach is to use explicit and implicit coercion, where the manager coerces change resisters based on their authority to threaten change resisters. As for the tactics used, the manager threatened dismissal, postponement of promotion, transfer of position and others. This method carries a lot of risk and changes in later stages will make it difficult to obtain support. Threats are used only in very dire circumstances.

Based on this study, strategic leadership can make some of the above efforts to manage resistance to change. By implementing the above approaches, individuals or groups of an organization will realize that changes must be followed and carried out. Some techniques can also be carried out by leaders by carrying out several strategies as presented by Robbin and Marry Coulter as shown in the following table:



**Table 1 : Techniques for reducing resistance to change**

No	Activity	Activity description
	Education and communication	<ul style="list-style-type: none"> <li>- Communicate with employees to help them understand the reasons behind the change</li> <li>- Educate employees through one-on-one discussions, memos, group meetings, or reports</li> <li>- Appropriate if done if the source of this opposition from poor communication or miscommunication</li> <li>- There must be mutual trust and credibility between managers and employees</li> </ul>
	Participation	<ul style="list-style-type: none"> <li>- Enables those who oppose change to participate in decision-making.</li> <li>- Assuming that they have the skills to contribute well</li> <li>- Their involvement can reduce resistance, gain commitment in realizing a successful change, and improve the quality of the change decision</li> </ul>
	Facilitation and support	<ul style="list-style-type: none"> <li>- Provide support efforts such as counseling or therapy for employees, training in new skills, or paid leave</li> <li>- Can be time consuming and expensive</li> </ul>
	Manipulation	<ul style="list-style-type: none"> <li>- Manipulation is a covert attempt to exert influence such as distorting facts, harboring negative information, or creating untrue issues</li> </ul>
	Co-optation	<ul style="list-style-type: none"> <li>- Co-optation is a form of manipulation and participation - Easy and inexpensive to attract the support of opponents</li> <li>- Can fail miserably if the target feels cheated</li> </ul>
	Choose people who accept change	<ul style="list-style-type: none"> <li>- The ability to accept and adapt easily to changes is related to personality</li> <li>- Choose people who are open to new experiences, take a positive attitude towards change, are willing to take risks, and are flexible in their behavior</li> </ul>
	Coercion	<ul style="list-style-type: none"> <li>- Using threats or coercion</li> <li>- Easy and cheap to get support</li> <li>- Could be illegal. Even legal coercion can be considered as coercion</li> </ul>

Based on the table above, the principal can implement various ways in an effort to manage resistance to change by implementing some of the techniques above. Indeed, strategic leadership can do various ways and efforts in managing resistance to change. Resistance to change will only lead to stagnation in the course of school development.

Strategic leadership is also a leadership that has a strategic style and way in dealing with various conflicts and changes, so it is believed that it will be able to overcome various problems, both conflict and resistance to change. Strategic leadership is able to convince

organizational groups to follow all forms and organizational policies. The principal of the AIPSU Medan Private High School has taken several strategic steps towards teachers who are involved in conflict and are resistant to change, namely:

*First, Anticipating all possibilities.* A strategic leader must be able to analyze all the possibilities that occur at this time and in the future, in this context the leader must prepare human resources who have an open mindset or mindset. One of the causes of conflict and resistance to change is because of the mindset that is apathetic and closed thinking, not open to other people and change. According to Janssen, the mind set encourages people do things differently and at the same time encourage high achievers. By changing the mind set, people change reality, making the impossible possible.

So the task of strategic leadership is to anticipate all possibilities by always building the thoughts or mindset of subordinates in an open, straightforward manner and accepting all changes. In fact, anything can happen at any time and can quickly change people's mindsets, especially in the current state of technology and information that can quickly change and influence people's thinking. At that point a strategic leader will be able to anticipate it quickly by always providing content and changing the mindset of his subordinates.

*Second, always provide inspiration.* A strategic leader must always be an inspiration in various ways. Leaders, in fact, must be *uswah* (examples) in the daily lives of their members. What the leader does and does will be followed by all his subordinates. Leaders who are not authoritarian will cause conflicts which will eventually become the beginning of a conflict with their subordinates. And even subordinates will find it difficult to follow the changes brought by leaders who are not able to provide inspiration.

In this context, the leader is an agent of social change, namely an agent of change, an agent who is able to inspire change in a good direction, Kasali said that change will invite others, see and motivate them to keep moving. A leader who always inspires his subordinates will create great motivation and self-confidence in his members in the face of the large current of change that continues to occur.

*Third, Maintain flexibility.* A strategic leader must be able to maintain the work flexibility of his subordinates by preparing all the needs of his subordinates. Kasali explained that in order to reduce or minimize resistance to change, leaders need to prepare resources.

All needs, both facilities and infrastructure, facilities for doing work as well as the needs and rights of subordinates must be provided. If these rights are not given quickly, then conflicts will immediately start between the bottom and the leadership of the organization. Leaders who have a high attitude of flexibility will be able to maintain their organization creating calm and ease of work for members, at that point conflicts will not occur and change will be followed with full motivation.

*Fourth Empower all individual groups.* Strategic leadership will empower the group to do what is best for the organization. Everyone in the organization will be given the opportunity and be involved in planning and implementing organizational programs and providing opportunities for them to evaluate and make decisions together. Conflicts occur because individuals or groups of people are not involved in the various work programs of the organization. And some groups refuse to change because they feel left out and are not given the opportunity to do the same thing with other groups in the same organization.

Strategic leaders must apply the principle of equality to their subordinates, involving them in various organizational programs will create a sense of belonging to all groups in the organization

## CONCLUSION

The role of Strategic Leadership in Handling Conflict in perspective can be carried out in five steps, namely: Avoiding, dismiss the issue, Accommodating, Competition, Compromise or Negotiation, Problem Solving or Collaboration. The role of Strategic Leadership in dealing with resistance to change can be done by; Education and communication, Participation, Facilitation and support, Manipulation, Co-optation, Selecting people who accept change, Coercion. Besides that, there are several recommendations for what leaders can do in the context of strategic leadership, namely: First, Anticipating all possibilities, Second, Always inspiring, Third, Maintaining flexibility and Fourth, Empowering all individual groups.

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