PROJECT TEAM BULDING, CONFLICT AND NEGOTIATION

Arie Dwi Ningsih, Desy Ariani, Suwastati Sagala, Darmawati Harahap
Universitas Islam Negeri Sumatera Utara, Indonesia
Email: ariedwiningsih@gmail.com, desy.maira@gmail.com, sagalasuwastati@gmail.com, darmawatiharap@gmail.com

ABSTRACT

The purpose of this study is to find out about conflict in negotiations. Organizational conflict is a difference of opinion or contradiction between two or more individuals or groups or work units in an organization because they have to share their limited resources in work activities, and the facts they have different goals, values, perceptions and interests. Internal conflict is often seen as a common event that is also faced by organizational leaders. Handling conflict requires a creative process that expects positive results, namely solutions and good relations between the two parties. Qualitative approach is a type of research that aims to analyze in depth a phenomenon related to the research focus to be explored. The sources used are primary and secondary data. Research results negotiation is a process in which two or more parties who have similar or contradictory interests meet and talk to reach an agreement. Conflict always arises when one person's point of view is different from that of others. In order for conflicts to provide optimal benefits and to reduce negative impacts, conflicts can be managed by preventing and handling conflicts so that the goals and objects of negotiation can be achieved. If there is no way in negotiations, it can be proposed to use delays to give time for both parties to think repeat and meditate according to the difficult situation. This delay does not mean postponing negotiations, but rather provides an opportunity when tensions escalate and this delay must be used by both parties and not used to avoid conflict.

INTRODUCTION

The development of industrial progress in various aspects requires management or management which is required to have performance, accuracy, economy, integration, speed, accuracy, accuracy and high security in order to achieve the expected goals. Management as the science of managing an activity of various scales from the smallest to a very large scale and has its own measure of the final result (Siswanto & Salim, 2019). Thus, management has an important role to play in finding the most appropriate and effective methods or technical means so that limited resources are able to produce maximum goals.

It is no exception that working on a project requires proper project management even though the nature of the project is a temporary endeavor that has limited time, budget, resources, and has its own specifications for the goals and products to be produced. So in project management, detailed preparation is needed because it greatly affects the continuity of running the project and affects the results of the project. Project management is basically an adaptation of the management process in general, so it has similarities in the management process (Slamet, 2016).

The success of a project depends on the performance of the team as a whole. In the project planning process, each work has been determined and the agreed deadline. All

workers are given their own responsibilities and work targets. The success or failure of the entire team working to achieve a goal, apart from depending on the process, also depends on the leadership quality of a project manager (Tanjung, 2017). The leader's task is to direct the members to work according to the responsibilities and agreements on mutual settlement. In project management, the leader's ability to ensure that all work is carried out effectively and efficiently is very influential for the success of a project (Prayoga, Irawan, & Rusdiana, 2020).

There have been many studies that explain that there is a relationship or influence of leadership on employee performance. So leadership should be made a matter of concern to project owners in working on their projects. According to (Bubshait & Farooq, 1999), leadership is behind every successful program run by a team, and leadership must be able to initiate and direct the team from above. A leader's ability to direct a team begins with the leader's knowledge of the character and competence of his subordinates. In addition, a leader must understand the company's vision and then explain it to the employees he leads (Bernardin John & Russel Joyce, 1993).

Leadership cannot be separated from its ability to manage and develop human resources/human resources development in carrying out a project. Building a good team / team building effectively and efficiently in a project greatly affects the success of the project (Wirawan, 2021).

Human resources are resources that have an important role in a company. If there are no resources, the company cannot be organized and run according to plan. The quality of the workforce can be influenced by two factors, namely internal factors originating from within the workforce itself such as formal education, work experience, physical characteristics in the form of physical health, as well as personal characteristics and personality types of the workforce, while external factors that affect the quality of the workforce work can come from the work environment and company management system (Gomes, 2003).

Human resources in a company are divided according to their respective abilities such as techniques owned/mastered in a particular field. Resources in a construction project are divided into several parts that must be managed such as planning, preparation, implementation, and after the project is completed (Setiawan, 2019).

The difficulty of building and coordinating an effective team can be daunting and highly complex. Becoming technically proficient in project scheduling, budgeting and evaluation is critical to developing project management skills, in fact it is as important as developing and rewarding a willingness to take on a challenging job (Syaban, 2019).

Team building and conflict management are two of the most important human skills a project manager can develop, but they are also two of the most difficult jobs. We must use our leadership skills to negotiate with departmental managers for access to skilled personnel to fill the team and we must recognize that no project team is fully assembled and ready to go. simply grouping a diverse collection of individuals together is not the same as building a team (Wijaya & Manurung, 2021).

This paper offers an overview of some of the key behavioral tasks that project managers face: staffing the project team, building a sense of common purpose and shared commitment, encouraging cross-functional cooperation among team members and identifying causes and resolving conflicts among all Project Stakeholders. The bad news is that it's not an easy process, it doesn't involve formulas or calculations in the same way task duration estimation does. These rules of human behavior often consist of broad generalizations, which should suggest appropriate managerial action. The good news is

that when carefully evaluated and implemented, managing the people side of project management can be just as rewarding effective and critical to project success as project staff technical assignments, team building, cross-functional collaboration, and conflict management are not add-on topics in management project (Sudipta, 2013).

Rather, the study of these skills is at the heart of our ability to become proficient in highly complex and challenging professions. This paper will not only describe the process of team building and conflict resolution, but will also offer decisive suggestions on how to improve these processes and acquire skills in managing human behavior. one thing is clear if we do a project with the project team as our main resource to complete the project, it is very important that we learn everything possible about how to shape people into a high-performance team and how to control the unavoidable conflicts that may occur. appear throughout the project (Wijaya, Hidayat, & Rafida, 2019).

METHOD RESEARCH

The study in this study used a qualitative descriptive analysis. data collection techniques are inductive. This study uses descriptive qualitative analysis conducted by reading books or existing literature, to describe the situations and conditions that occur based on the phenomena that arise. This study tries to interpret and analyze what happened based on a review of existing literature and of course guided by the literature regarding the condition. The research data is sourced from primary data obtained from relevant literature as well as journals and research conducted while secondary data is in the form of observations. Data collection techniques in this study were carried out in the form of a literature approach.

RESULTS AND DISCUSSION

1. *Building the Project Team*

Effective project teams don't happen by chance. Early work agreements and careful preparation are important steps in placing staff and then developing into members of the project team. Furthermore, they will unite into a project team that can carry out their respective functions so that maximum and satisfactory results are obtained as expected. The best scenario for the project leader to do is to unite with the team, so that it is easier to have dialogue and provide rewards or rewards for outstanding team members. Even for some organizations project teams are unified according to criteria. Regardless of circumstances, project leaders have the challenge of creating high-performing individuals and cohesive teams. The process is preferably structured as much as possible, staffing ideally parallel to the project lead's deliberations tailored to the needs of the project. (Pinto & Onsrud, 2020)

The ability of the Project Manager to influence who is assigned to the project can have a significant impact on the success of the project. And on many projects, that influence can range from miniscule (say, he inherits a project team member and must build a successful team with the people he's given), to being told he can pick the best people. for existing work.

Usually, however, the actual amount of influence a project manager has in selecting his or her project team falls somewhere between these two extremes. As a result, project managers must use a number of different strategies to get the best people for their projects, consistent with the overall goals of the organization.
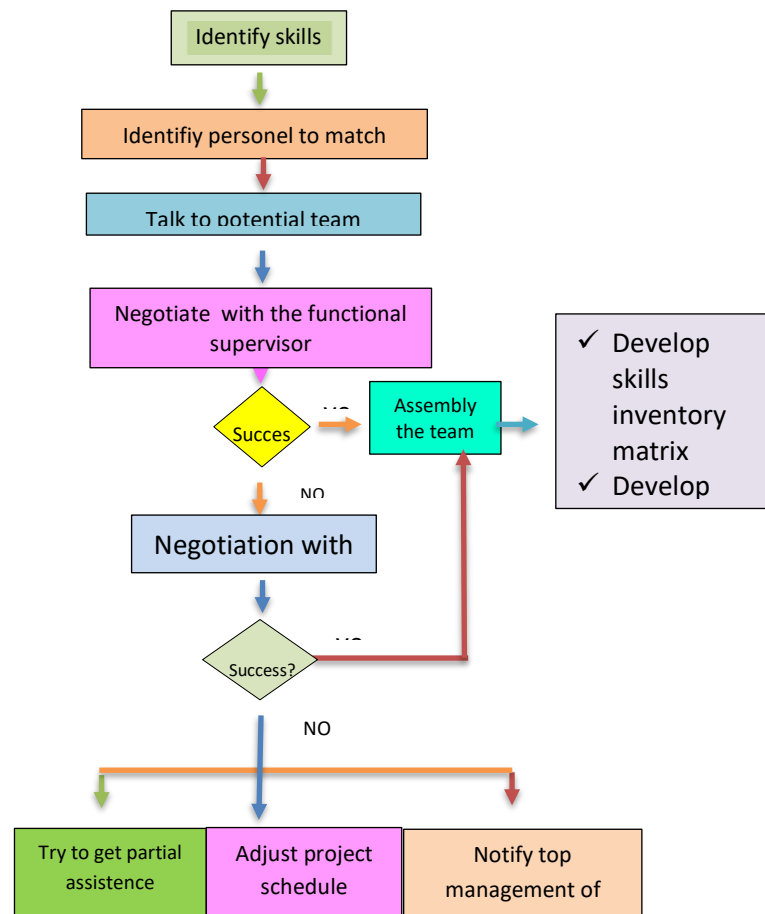
Figure 1
Flow chart *Basic Steps In Assembling A Project Team*

From the flow chart it is explained how the basic steps are in compiling a project team. Starting from identifying the skills/skills needed, to the team formation and the steps taken when the team was not successful.

In the preparation of the team required human resource management. making effective use of the human resources of a project including the necessary processes for the people involved with the project is essential to the success of the project. It includes all project stakeholders -sponsors, customers, partners, individual contributors, etc. It provides an overview of the following main processes:

2. Organizational Planning

Organizational planning includes identifying, documenting, and assigning project roles, responsibilities and reporting relationships. Roles, responsibilities and reporting relationships can be assigned to individuals or groups. Individuals and groups may be part of a project's organization, or they may be outside it. Internal groups are often associated with specific functional departments such as engineering, marketing, or accounting. On most projects, much of this organizational planning is done as part of the initial project phase. However, the results of this process should be reviewed regularly throughout the project to ensure future applicability. If the initial organization is no longer effective, it should be revised immediately.

Organizational planning is often closely related to planning communications planning because the organizational structure of a project will have a major influence on the communication needs of a project. Things that must be considered in Organizational Planning

1) Interface project. Project interfaces generally fall into one of three categories:

Organizational Interface - formal and informal reporting relationships between different organizational units. Organizational interfaces may be very complex or very simple. For example, developing a complex telecommunication system may require the coordination of several subcontractors over several years, while fixing a programming error in a system installed at a single site may require little more than the time required to notify users and staff that the repair process has been completed.

Technical Interface - formal and informal reporting relationships between different technical disciplines. Technical interfaces that occur both within project phases (e.g., a site design developed by civil engineers must be compatible with the main structure developed by structural engineers) and between project phases (e.g., when an automotive design team passes the work together to the retooling team that should create manufacturing capabilities for vehicles).

Interpersonal Interface - formal and informal reporting relationships between individuals working on different projects. These interfaces often occur simultaneously, as when an architect employed by a design firm explains key design considerations to a construction contractor's management team that is not related to the project.

2) Organizational Planning Tools and Techniques

While every project is unique, most projects will resemble other projects to some extent. Using role and responsibility definitions or reporting relationships from similar projects can help streamline the organizational planning process.

Human resource activities. Many organizations have policies, guidelines, and procedures that can assist the project management team with various aspects of organizational planning. For example, an organization that views managers as "coach" is likely to have documentation on how the "coach" role is to be performed.

organization theory. There is a large body of thought explaining how organizations can and should be structured. Although only a small part of the body of literature is specifically targeted to project organizations, the project management team must generally be properly acquainted with organizational theory so as to be better able to respond to project needs.

Stakeholder analysis. Stakeholder identification and the needs of various stakeholders must be analyzed to ensure that their needs will be met.

a. Staff Acquisition.

Staff Acquisition involves getting the necessary human resources (individuals or groups) assigned to and working on projects. In most environments, the project management team must take care to ensure that available resources will meet project requirements.

3. Matters to be considered in staff acquisition:

Personnel management plan. Description of all staffing. When the project management team is able to influence or direct staff assignments, it must consider the characteristics of the potentially available staff. Considerations include, but are not limited to:

   a. Previous experience
   b. Personal interests
   c. Personal characteristics
   d. Availability
   e. Competence and ability

Recruitment practices. One or more of the organizations involved in the project may have policies, guidelines, or procedures governing staff assignments.

4. Tools and Techniques for Staff Acquisition

negotiation. Staff assignments must be negotiated on most projects. For example, the project management team may have to negotiate with:

Functional manager responsible for ensuring that the project receives appropriately competent staff within the required time frame. Other project management teams in the organization undertake to properly assign scarce or special resources. Competency team influence plays an important role in negotiating staff assignments, as does the politics of the organizations involved. For example, a functional manager may be rewarded based on staff utilization. This creates an incentive for managers to assign available staff who may not meet all project requirements.

Preassignment. In some cases, staff may be preassigned to projects. This often happens when;

a) the project is the result of a competitive proposal, and dedicated staff is promised as part of the proposal, or

b) the project is an internal service project, and staff duties are defined in the project charter.

Procurement. Project procurement management can be used to obtain the services of specific individuals or groups of individuals to carry out project activities. Procurement is required when the performing organization does not have the staff needed to complete the project.

5. Team Development.

Team development includes processes for enhancing the ability of stakeholders to contribute as individuals as well as enhancing the ability of teams to function as part of a team. Individual development (managerial and technical) is a necessary basis for developing a team. Building a team is essential to the project's ability to meet its objectives. Team development on a project is often complicated when team members are accountable to both functional managers and project managers.

Figure 9–1. Project Human Resource Management Overview
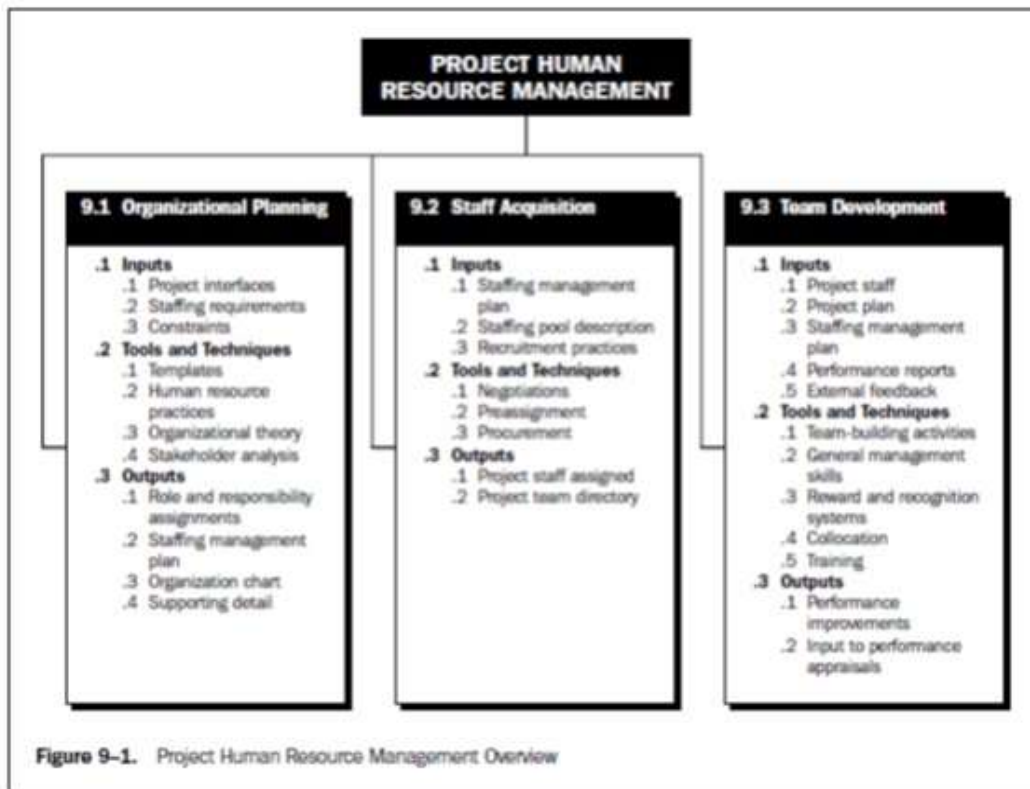
Figure 2
Human Resource Management

These processes interact with each other as well as with processes in other fields. Each process may involve the efforts of one or more individuals or groups of individuals as required by the project.

There are several things related to HR, among others:

a. Leading, communicating, negotiating, and more

b. Delegating, motivating, training, mentoring, and other knowledge related to dealing with individuals.

c. Team building, dealing with conflict, and other things to do with things in team settings.

d. Performance appraisal, recruitment, retention, employment relations, health and safety regulations, and other matters relating to the provision of the human resources function.

The above knowledge is necessary as a material to lead and manage people on projects, project managers and project management teams must be familiar with it. However, they also need to be sensitive about how this knowledge is applied to projects.

6. Steps in Building a Solid Work Team

Team work is a must-have for every team, including project teams. Building a solid team work is believed to increase productivity, quality of work, and loyalty to a project. Because, teamwork on a solid team is able to make projects to continue to grow and survive in the face of business competition.

Therefore, maintaining team collaboration and building a solid team is important for a project. If the work team on the project is not optimal and cannot work together, then business development will be hampered and experience many obstacles. After all, a job that is done properly together will certainly feel lighter than doing it alone.

Why building a project team is important, because Here are 7 things you can do to build a solid team work on a project.

a. Choose a quality work team to build team work

Choosing a quality work team is the basis for building a solid team work. Start by choosing a team leader with a good leadership spirit. Then, choose a management team with broad project views and creative ideas. Assemble an implementation team that is knowledgeable about the project. With such a quality work team, all the teams that have been formed can support each other and work together to achieve the desired project targets

b. Build a sense of community and mutual trust.

Building a sense of togetherness and mutual trust is the key to creating a solid work team with a sense of togetherness and mutual trust between team members.

The way that can be done is to start sharing with teammates in any case, both joy and sorrow. Eliminate the suspicion between teammates and start working on something together. The team leader can invite the team to eat or go out together occasionally to make the team closer and closer.

c. Get Quality Team work by Maintaining an Attitude of Mutual Respect

Mutual respect needs to be instilled in every employee from the moment the team is recruited. Particularly on matters of personal and urgent interest, each team member should be able to understand and respect these interests. With a note, it doesn't interfere with the team's performance in completing a project.

In addition, mutual respect also needs to be applied to things such as listening to other people's opinions, respecting differences in nature or ways of working, and so on.

d. Creating an Effective Communication Flow

There will be no good cooperation without good communication. An effective communication flow will be one of the factors to maintain a cohesive team. The key to effective communication is that messages can be conveyed and received properly between teammates.

In the current era of technological development, this is made easier by using applications such as Line, Whatsapp, Skype, Zoom, Slack which allow employees to form small groups based on the projects they are working on. So that communication can run much more effectively even though each team member is not in the same place

e. Carry out continuous evaluation.

Problems and conflicts are not impossible in a team work. This can arise due to various factors, such as distrust, competition, and so forth. However, this will certainly be difficult to measure. Therefore, the best way to find out is to perform a performance evaluation against the team's expectations and goals. Don't forget to ask for feedback from team members to measure performance achievements. After getting the results of the evaluation, the team leader can find out the problem and find the right solution to fix it

f. Define Roles and Delegate Tasks

It is important for companies before forming a work team to provide an explanation of the responsibilities and roles of each individual. Clarity of roles is important for the success of the team going forward. If each individual understands their duties and responsibilities well, it will be very helpful in building a solid and collaborative team work. In explaining roles and delegating tasks, don't forget to always provide support and motivation to the team.

g. Making Activities Outside the Office

As explained in the previous point, building a sense of togetherness and mutual trust as well as solid team work can be realized by carrying out activities with the team outside the office. Whether it's done on its own initiative or held by the company's HR. In order to better understand characters and personalities that may differ from one another, it is important to schedule activities outside the office once in a while.

These activities will give work teams a different way to interact, create a relaxed atmosphere and build more chemistry between one-on-one teammates outside of work. Of course this will increase productivity at work. Not only that, activities outside the office can build a solid team work because they are considered to be able to defuse the atmosphere of tension that may occur more often when in the office.

Activities that can be carried out outside the office such as family gatherings to tourist attractions, having meals at restaurants together, and so on.

7. Reasons why teams fail (Reason Why Teams Fail)

(Pinto & Onsrud, 2020). in his book explains that the reasons why teams fail are caused by several things including poor development processes, unclear project goals, team rules that have not been determined in detail, interdependence, low motivation, low communication or leadership. weakness, turnover of team members and placement of skills that do not match.

Several causes of failure in the project team:

a) There is no clarity and understanding of the objectives of the project to be carried out.

When project goals are not fragmented, always changing, then poor communication between teams, it will result in high confusion and frustration among team members, this is the first reason for failure in project teams.

b) Unclear goals allow multiple interpretations.

The most common problem causing project team failure is where each team member makes separate and often different interpretations of project objectives. When goals are used to support individual rather than team goals, it often leads to a situation where one person's desire to satisfy the project's goals as he interprets them, while actually conflicting with another team member's desire to fulfill his goals.

c) Unclear goals hinder the team's willingness to work together

d) Unclear goals will lead to conflict

e) The role of the project team is not clear

f) Lack of motivation of the project team

g) The project is deemed unnecessary

h) The project is considered not a priority

i) Low communication

j) Low leadership

k) Substitution/mutation of project team members

l) Dysfunctional behavior, which refers to the disruptive actions of some members of the project team for personality problems with hidden agendas.

According to Martina, project failure is a condition of deviation or discrepancy which causes the work to be unable to continue. Associated with the failure of this project, there are many factors that could be the cause. Of these many factors, here are 8 common causes experienced so that the project is declared a failure along with how to prevent it.

1. Poor Planning

The planning stage is the foundation of project sustainability. Project planning must have clear objectives and can be carried out by all related parties. In addition, the planning stage is often not accompanied by a well-structured schedule. Even though making a breakdown schedule is important so that each activity or task is divided according to its portion. Furthermore, there is also what is referred to as basic risk management which is often overlooked.

Bad planning can be overcome by choosing a professional planning team according to their capacity. Every basic element of the project should not be taken lightly because it actually complements each other. In addition, basic risk management and communication methods must be established and implemented in a professional manner

2. Deviation of Duty

In a project there is a scope that is made to describe in detail about the work and work schedule. The project manager will use this scope as a reference for team development and allocation and their respective duties and responsibilities. Unfortunately, there are times when a project is filled with team members who make deviations and task plans. When a person or group of people in the team deviates from this task, it means that there is a task that cannot be completed. This can be a trigger for project failure.

Project failure due to deviations from tasks like this can be overcome by allocating members according to their respective abilities. Make sure that everyone understands the task even in as much detail as possible. In addition, hold regular meetings that function to ensure work is completed according to plan. Even if there are errors or irregularities, they can be resolved immediately before they become a bigger problem.

3. Poor Communication

Communication is the key to the smooth running of the project. Without good communication, everyone can do things according to their own perceptions. Of course, this can have fatal consequences because the project may go off track and may fail. In order for communication to run well, it is appropriate to hold regular meetings as well as ensure that discussions in the field run well too. How communication goes well is also related to transparent scheduling. The project manager must also be able to find quick solutions when a team is having problems, especially when it comes to the work of other teams.

4. Monitoring that does not work

Each project must have a supervisor or monitoring team. This team must be honest in carrying out their duties to control and check the suitability of work. Monitoring can also be carried out by field managers. But in some cases, this monitoring activity did not go well. This can happen due to many factors, one of

which is the lack of understanding by the supervisory team or managers about the project itself.

To avoid bad monitoring, performance control should be made in a measurable way, such as with tables and ratings. Also make a schedule so you can see the suitability. In essence, it needs good and thorough records along with routine controls.

5. Ignoring Technical Instructions

As the name suggests, technical guidelines are used as guidelines for project implementation and work within it. Unfortunately, project failures often occur due to neglect of the technical guidelines that have been made. In fact, the technical instructions are the basis for achieving the planned quality according to the contract document. Ignoring technical instructions can even result in work accidents.

There is no other solution to ignoring technical directives other than having to ensure that the technical directives are properly implemented by everyone on the project. This is also related to the control system which must be monitored to ensure quality testing and specifications. In addition, make sure that everyone in the team understands the technical instructions that have been made. Even if there are instructions that are not in accordance with field conditions, they must be discussed with all parties.

6. Fallacies in the Feasibility Study

It is very fatal when in carrying out a feasibility study an error occurs so that the wrong decision is made. The feasibility study is the source of whether or not the project can be implemented or if special treatment is required. The aspects considered are also very broad and comprehensive. It is not surprising that a feasibility study can receive a large funding allocation for a project.

To avoid mistakes in the feasibility study, a team that really knows their field is needed. Analysis work must also be monitored carefully to avoid 'playing' by certain parties.

7. No Integration with Company Systems

Project work should have integration with the applicable system in the company. This is often overlooked, making it difficult for companies to manage projects. The long-term effect can be a failed project. Overcoming this failure due to uninterrupted integration, it is necessary to map all fields of knowledge or departments. Training or coaching is also needed with mentors who are experienced and in accordance with the company's field.

8. Wrong timing

The company's ambition in carrying out a project often backfires. This happened because the implementation of the project was carried out at the wrong time, such as in conditions of weak finances or due to external factors such as a pandemic. Apart from the meaning of when the project will be carried out, time can also be related to the duration of the project. Several projects target completion in an unmeasured manner, causing delays. Therefore, it is necessary to plan the right time and must be discussed with all parties involved in the project.

Stage in Group Development (Stage in Group Development)

The group development process is dynamic. Groups go through several easily identifiable stages of maturation, are commonly found in a variety of organizations and

involve groups being formed for many different purposes. The following stages in group development:

Stage 1: *Forming*

Members should get to know each other and lay out the project and team ground rules

Stage 2: *Storming*

Conflict begins when team members begin to reject authority and display hidden agendas and prejudices.

Stage 3: *Norming*

Members agree on implementation procedures and seek work together, seek to work, develop closer relationships and commit to the project development process

Tahap 4: *Performing*

Group members work together to complete their task

Tahap 5: *Adjourning*

The group can be disbanded either upon completion of the project or through personal reassignment.

Figure 3
Team development stages
Source: V.K Verna (1997) Managing the project team, p.71 Upper Darby, PA. Project Management Institute

Realizing Cross-Functional Cooperation (Achieving Cross-Functional Cooperation)

What are some tactics managers can employ for team development to be effective? one research project on project teams uncovered an important set of factors that contribute to cross-functional collaboration. The following figure explains the 2 stages of the model.
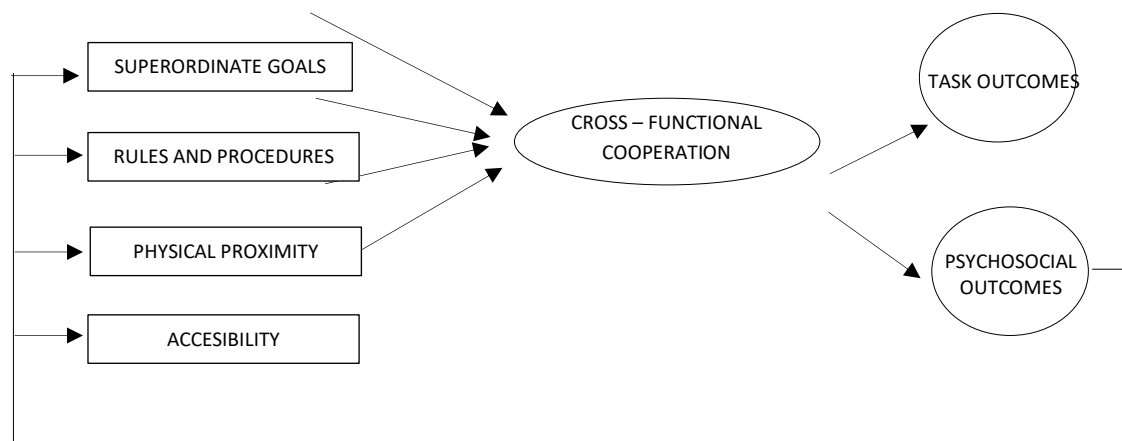
Figure 4
Project Team Cross-Functional Cooperation

a. *Superordinate Goals*

Superior goals refer to overall goals or goals that are important to all functional groups involved. but achieving it requires the resources and effort of more than one group. In addition, the supervisor's goal is not to replace the goals that may have been set by the functional group. the conclusion is when project team members from different functional areas share an overall goal or a common goal, they tend to work together towards this goal.

b. *Rules and Procedures*

Rules and procedures are essential to any cross-functional cooperation discussion because they offer a means for coordinating or integrating activities involving multiple functional units. The value of rules and procedures suggests that in the absence of cooperation among team members, companies can easily mandate that this happens. For example, one is that all members of the project team will make themselves available to one another regarding the business of the project.

c. *Physical Proximity*

Physical proximity refers to the perception of project team members that they are within a physical or spatial distance that makes them comfortable to interact with. Individuals may prefer to interact and communicate with others when their physical and emotional characteristics are similar.

d. *Accesibility*

Accessibility / achievement is no less important than physical proximity. The perception by others that one is approachable through communicating and interacting regarding a related problem or concern will influence the success of a project.

4. *Outcomes Of Cooperation: Task And Psycholosocial Result*

Two types of project outcomes, important to consider, are task and psychosocial outcomes. Task outcomes refer to functionality, while psychosocial outcomes, represent team members' judgments that the project experience was valuable, satisfying and productive.

a. Virtual Project Teams

Virtual teams, sometimes referred to as geographically dispersed teams, involve the use of electronic media including email, the internet, and teleconferencing to connect project team members who are not stationed in the same physical location. Virtual teams start with the assumption that physical barriers or spatial separation prevent team members from meeting regularly, face-to-face. The virtual team has two main challenges, first; build trust and second; build the best communication model.

Some suggestions for increasing the efficiency and effectiveness of virtual team meetings:

a. Where possible find ways to enhance virtual communication with in-person opportunities.
b. Don't let team members be absent during meetings
c. Establish a code of conduct among team members
d. Keep all team members in the circle of communication
e. Create a clear process for addressing conflict disagreements and group norms.

b. Conflict Management

Etymologically conflict comes from the Latin verb "con" which means together and "fligere" which means clash or collide. In general, conflict is an event or social phenomenon in which there is conflict or conflict between individuals and individuals, individuals and groups, groups and groups, and groups and the government.

In general, there are 3 categories of conflict viz:

1) *Goal oriented conflict*

Goal-oriented conflicts are related to disagreements regarding project scope outcomes, performance specifications and criteria as well as project priorities and objectives.

2) *Administrative conflict*

Administrative conflicts arise through management hierarchies, organizational structures or company philosophies.

3) *Interpersonal conflict*

Interpersonal conflict occurs when there are personality differences between project team members and project stakeholders. Sources of interpersonal conflict include different work ethics, behavior styles, egos and personalities of project team members.

c. Negotiation

Negotiation skills are important because a large part of a project manager's life is taken up in bargaining sessions of one kind or another, indeed stakeholder management can be viewed as an effective and constant mutual negotiation of many parties. Project managers negotiate for additional time and money, prevent excessive disruption and specification changes from loan clients or assignments to personnel teams, critical project teams to functional managers and so on.

Separate people from problems. The point is that negotiators are no different from other people in terms of ego, attitude, bias, educational experience and so on.

CONCLUSION

Building a team in a project greatly affects the success of the project being carried out a. Goal-oriented conflict Goal-oriented conflict is related to disagreements regarding the results of the project scope, specifications and performance criteria as well as project priorities and objectives. b. Administrative conflict Administrative conflict arises through

management hierarchy, organizational structure or company philosophy. c. Interpersonal conflict Interpersonal conflict occurs when there are personality differences between project team members and project stakeholders. Sources of interpersonal conflict include different work ethics, behavior styles, egos and personalities of project team members.

REFERENCES

Bernardin John, H., & Russel Joyce, E. A. (1993). *Human Recources Mangement an experiental approach. Singapura. Mc Grae-hill*. Inc.

Bubshait, Abdulaziz A., & Farooq, Gulam. (1999). Team building and project success. *Cost Engineering*, *41*(7), 34–38.

Gomes, Faustino Cardoso. (2003). Manajemen Sumber Daya Manusia, CV. *Andi Offset, Yogyakarta*.

Pinto, Jeffrey K., & Onsrud, Harlan J. (2020). In search of the dependent variable: Toward synthesis in GIS implementation research. In *Geographic Information Research* (pp. 129–145). CRC Press.

Prayoga, Ari, Irawan, Irawan, & Rusdiana, Ahmad. (2020). Karakteristik Program Kurikulum Pondok Pesantren. *AL-HIKMAH (Jurnal Pendidikan Dan Pendidikan Agama Islam)*, *2*(1), 77–86.

Setiawan, Edi. (2019). Manajemen proyek Sistem Informasi Penggajian Berbasis Web. *Jurnal Teknik, 17*(2), 84–93.

Siswanto, Agus B., & Salim, M. Afif. (2019). *Manajemen Proyek*. CV. Pilar Nusantara.

Slamet, Kuwat. (2016). Implementasi Mata Kuliah Manajemen Proyek Dalam Bentuk Pelaksanaan Proyek Mini. *Info Artha*, *4*, 121–142.

Sudipta, I. Gst Ketut. (2013). Studi Manajemen Proyek Terhadap Sumber Daya Pada Pelaksanaan Proyek Konstruksi. *Jurnal Ilmiah Teknik Sipil Vol*, *17*(1).

Syaban, Marwan. (2019). Konsep Dasar Manajemen Pendidikan Islam. *AL-WARDAH: Jurnal Kajian Perempuan, Gender Dan Agama*, *12*(2), 131–141.

Tanjung, Mansur. (2017). Fungsi organisasi dalam manajemen proyek. *Jurnal Mantik Penusa*, *1*(1).

Wijaya, Candra, Hidayat, Rahmat, & Rafida, Tien. (2019). *Manajemen Sumberdaya Pendidik Dan Tenaga Kependidikan*. Cv. Pusdikra Mitra Jaya.

Wijaya, Candra, & Manurung, Ojak. (2021). *Produktivitas Kerja: Analisis Faktor Budaya Organisasi, Kepemimpinan Spiritual, Sikap Kerja, Dan Motovasi Kerja Untuk Hasil Kerja Optimal*.

Wirawan, Sri Mahendra Satria. (2021). Evaluasi Persepsi Peserta Pada Pelatihan Manajemen Proyek. *Cetta: Jurnal Ilmu Pendidikan*, *4*(3), 409–425.