

The Influence of Conflict Management on the Performance of Members of BEM FEB Wahid Hasyim University Semarang

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Abstract. This research aims to deeply analyze the influence of conflict management on the performance of members of the Student Executive Board (BEM) of the Faculty of Economics and Business (FEB) at Wahid Hasyim University Semarang. Conflict within any organization, including student organizations, is an inevitable dynamic. Therefore, the ability to manage conflict becomes crucial in maintaining stability and work effectiveness. Using a qualitative approach, this study seeks to understand the perceptions, experiences, and interpretations of BEM FEB members regarding how implemented conflict management strategies affect their motivation, productivity, and quality of work results. Data was collected through in-depth interviews with the chairman and executive board members of BEM FEB, former members (demisioner), and representatives from student affairs. The research findings indicate that effective conflict management, through open communication, mediation, and a collaborative approach, significantly contributes to an increase in member performance. Conversely, inappropriate conflict handling can decrease morale, create tension, and hinder the achievement of organizational goals. This finding provides a comprehensive understanding of the importance of conflict management competency for leaders of student organizations in creating a conducive and productive work environment.

Keywords : Conflict Management; Member Performance; BEM FEB

INTRODUCTION

In every organization, the presence of conflict is absolute and unavoidable. Conflict is not an anomaly, but a natural manifestation that often stems from differences in views, values, or interests among individuals or groups. Uniquely, this dissonance or difference does not always bring negative impacts; rather, it can be a valuable source for finding innovative solutions to complex problems, where the potential impact can be constructive or destructive. It is important to understand that differences of opinion, internal conflicts, or even friction between members are natural and normal dynamics in an organizational environment. However, there are serious consequences if these conflicts are not handled wisely. Conflicts that are allowed to continue to drag on have the potential to trigger actions that deviate from applicable norms and work procedures, and can fundamentally hinder the progress and achievement of overall organizational goals. On the contrary, as asserted by (Wahyudi & Hidayat 2010), conflict handling that is carried out appropriately and strategically can actually nourish the internal dynamics of the organization, trigger the birth of fresh new ideas, foster a deeper appreciation for diversity of perspectives, and ultimately strengthen more effective collaboration for the achievement of organizational targets and visions.

This research specifically seeks to examine in depth the phenomenon of conflict that occurs in the student organization of the Faculty of Economics and Business (FEB) Wahid Hasyim University Semarang. The main focus is to analyze how the leaders of the organization are able to overcome and manage conflicts in such a way that they not only produce effective solutions for the organization, but also serve as positive role models in

terms of performance for all members. This implicitly confirms how crucial and essential conflict management capabilities are for an organizational leader. Leaders who have the expertise and maturity in managing dissent and disputes will significantly contribute to the creation of a harmonious working atmosphere and positive outcomes. This kind of conducive organizational environment in turn will automatically encourage each member to make maximum contributions, both in the form of strategic thinking and dedication of energy, for the realization of overall organizational goals.

The idea of the importance of conflict management is also supported by various empirical findings from previous research. According to a study conducted by (Ndruru, 2023), the proposed research hypothesis indicates a significant influence between Conflict Management on Employee Performance at the Teluk Health Center, South Nias Regency. Then according to (Suriati, 2021) also found that partially, the conflict management variable has a positive influence on the employee performance variable at LPP TVRI South Kalimantan Station. The consistency of these findings provides a strong foothold for our research, strengthening the belief that conflict management is a significant determinant of individual and organizational performance.

Based on in-depth observation of the conflict phenomenon identified in the student organization of the Faculty of Economics and Business, Wahid Hasyim University Semarang, various complex problems were found. These include the internal issues of BEM, the level of awareness of human resources, and sensitivity to the existence of BEM itself, as well as the potential emergence of other issues that have not been observed in detail. This multidimensional condition has sparked the interest of researchers to conduct a more in-depth and comprehensive study of existing conflict issues. The main objective of this research is not only to provide a richer and deeper understanding of the conflict dynamics in these student organizations, but also to provide substantial and practical evaluation materials for future student organization leaders. Thus, it is expected that the effectiveness of achieving organizational goals can be optimized, the intrinsic weaknesses of the organization can be revealed transparently as a solid basis for sustainable development efforts, and ultimately, the overall organizational goals can be realized optimally and sustainably. The urgency of the above research is to provide a richer and deeper understanding of conflict dynamics in the student organization BEM FEB Wahid Hasyim University Semarang, as well as provide substantial and practical evaluation materials for future student organization leaders. This is so that the effectiveness of achieving organizational goals can be optimized, the intrinsic weaknesses of the organization can be revealed transparently as a basis for sustainable development, and the overall organizational goals can be realized optimally and sustainably.

METHOD

This research was conducted at Wahid Hasyim University Semarang. Data collection was carried out through literature studies and field surveys to obtain data in accordance with the situation of the research location. Data obtained through direct interviews by taking samples from the chairman and management, commissioners and student affairs. The data collected is primary data such as interviews and in-depth observations (Dr. Nursapia Harahap, 2020). The author conducts interviews with reference to conflict management variables, which are analyzed through four main indicators, namely: 1) limited resources, 2) organizational structure, 3) communication, 4) individual differences (Wirawan, 2010). The first indicator of resource limitations, be it budgets, facilities,

positions, or information, is a major trigger because it triggers competition between individuals or departments, especially if the distribution is not clear and fair. Furthermore, ineffective organizational structures, such as unequal division of tasks, rigid bureaucracy, or ambiguous appraisal systems, can also lead to conflict due to competition for status and power. Ineffective communication, which includes unclear information, language barriers, or poor communication style, can lead to misunderstandings and weaken relationships. Finally, individual differences in terms of personality, background, experience, values, and worldview, inherently carry the potential for conflict due to differences in goals, needs, or means of achieving goals.

This study also highlights the member performance variable which is measured through three indicators namely: 1) kinetics, 2) timeliness, 3) effectiveness (Sopian et al., 2022). The first indicator is quality, which assesses the extent to which organizational goals are achieved and also includes the number of activity cycles completed by organizational administrators; and timeliness, which refers to the level of completion of activities in accordance with a predetermined time. In addition, effectiveness is also an important indicator, which is the level of optimization of the use of organizational resources (such as time, energy, and thoughts) to complete tasks in the organization.

RESULTS AND DISCUSSION

Conflict management is the interactions and responses that take place between parties to a conflict and interested third parties. It is a process-based approach that focuses on how parties communicate and interact, and how those interactions affect their interests. Third parties, as arbiters, need accurate information about the conflict situation. This is important because effective communication and trust between parties can prevent conflicts from arising in an organization. Conflict management can be defined as an attempt to influence the actions of others in order to achieve certain goals, an idea that is also considered (Drs. Syafaruddin, 2005) as a core force in organizations. Conflict management plays an important role in coordinating various internal activities and maintaining relationships with the surrounding environment. Furthermore, the concept of management in general, involves managing various crucial elements such as human resources (managers and members), materials, finance, time, operational procedures, and market aspects. This confirms that management is a structured process led by managers to ensure the organization moves towards achieving goals in the most effective and efficient way, in (Muthohar & Achmad, 2024). Meanwhile, performance, or work achievement, comes from the English term "job performance" or "actual performance". It refers to the results of work achieved, both in terms of quantity (quantity) and quality (quality). This work result is the end product of a process that has been established in a work system, such as an Operational Procedure System (SOP). Organizational performance is a condition that must be known and informed to certain parties to determine the level of achievement of an agency's results in relation to the organization's vision and to determine the positive and negative impacts of an operational policy taken. (Erawati & Winangsit, 2019).

In every organization, the work of individuals and groups are interrelated. Therefore, when conflicts or bad decisions occur, often ineffective communication is considered the main cause. There is a strong relationship between conflict management in a BEM and the performance of its members. Conflict, which is an integral part of every organization, is not simply a problem to be avoided. On the contrary, conflict can be a catalyst for organizational improvement if handled appropriately and quickly. Based on the results of in-depth

interviews with various important parties ranging from the Chairperson and Management of BEM, representatives of Student Affairs, to the demissioner of BEM FEB Wahid Hasyim University. It shows that limited resources such as funds, facilities, and time are often the root of the problem that triggers conflict within BEM. However, BEM has a good way to deal with it. They are open about how resources are used and often negotiate to find the most suitable solution. From the BEM demissioner himself emphasized that it is very important to determine clear work program priorities from the start. The Student Affairs office also sees that BEM already has a way to overcome this resource problem. This all shows that BEM is used to adapting and finding a way out to remain productive, even with all the limitations.

BEM's organizational structure also plays a big role in maintaining stability. Although it must be flexible to adapt to changes, a clear coordination system and a structure that is not rigid makes it easier to solve problems between fields more quickly. Also, good and open communication within BEM is very important. Both BEM Chairmen/Managers and demissionaries admitted that there were often communication problems that led to conflicts. The way they overcome this is by strengthening official communication channels and casual chats, and often becoming the mediator if there is a problem. Student Affairs also fully supports BEM's efforts to improve communication. So, honest and effective communication is the main key so that work is not disrupted and performance remains good. BEM's efforts to build understanding, tolerance and positive cooperation among diverse members are also closely related to the way they manage conflict. Internal programs that focus on character development and togetherness, plus the ability to manage differences in backgrounds, ways of thinking, or working styles, succeed in creating a comfortable and supportive environment. When members feel valued and can work well together despite their differences, they are more focused on common goals, which in turn improves overall efficiency and performance quality.

The direct impact of this mature conflict management is evident in the improved performance of BEM members. They are quicker to respond to pressing student issues, and more timely in completing tasks. BEM Chairpersons/Members, for example, are diligent in monitoring and clearly dividing tasks to ensure everyone is responsive. They also make careful plans and periodic evaluations to ensure time targets are met, although common constraints such as time and resources remain a challenge. Student Affairs also praised BEM's speed in taking decisions and actions in critical situations. In fact, the experience of former BEM administrators shows that a system of rewards and sanctions can be an effective incentive for members to be time-disciplined and perform well. Ultimately, the optimal and efficient performance of BEM members, which is a direct result of excellent conflict management practices, leads to the success of the organization's work program and the creation of significant positive impacts for all students of Wahid Hasyim University FEB. Whether from the point of view of the Chair / Management, former management, or Student Affairs, the overall success of BEM is measured by how well organizational goals are achieved and how much tangible benefit is provided to the student community. Thus, this study emphatically proves that the ability to manage conflict well is crucial for any student organization in order for them to reach their full potential, ensure their members can work together harmoniously, and finally, realize organizational goals with the best and sustainable results.

CONCLUSION

This study comprehensively shows that effective conflict management has a significant influence on the performance of BEM FEB members of Wahid Hasyim University Semarang. Conflict, as an inevitable dynamic in every organization, is proven to be a positive catalyst for performance improvement if handled appropriately. The findings of this qualitative research, supported by in-depth interviews with various relevant parties, highlighted several key factors. Limited resources are a trigger for conflict, but BEM is able to overcome it through transparency and deliberation. Flexible organizational structures and open communication also play an important role in mitigating conflict. In addition, the ability to manage individual differences and foster tolerance among members is crucial in creating a harmonious and productive work environment. The direct impact of mature conflict management can be seen in the increased responsiveness and timeliness of members in completing tasks, as well as the successful achievement of organizational work programs. BEM's ability to manage conflict not only contributes to internal efficiency, but also to the provision of tangible benefits for FEB students. Thus, this study confirms that conflict management competence is essential for student organization leaders to achieve maximum potential, ensure harmonious collaboration among its members, and realize organizational goals in a sustainable manner.

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