

# The Principal's Conflict Management Strategy Through Increased Community Participation in the Era of Industrial Revolution 4.0

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**Abstract:** The purpose of this research is to describe the conflicts faced by the school through increased community participation. The study used a qualitative approach, with a multisite research plan. The research site is at SDN Tunjungsekar 5 and SDN Ketawanggede. Data collection techniques with in-depth interviews, observation of roles and documentation. Data analysis techniques used are reduction, display data, and draw conclusions. The result of this research is an obstacle in increasing community participation namely (1) the economic background of students of the peseta-middle age economy, (2) the readiness of each party, such as the principal, school Committee and People Elderly learners, and (3) passive people and parents are communicating programs that will be implemented by the school to the local community through community leaders, parents through a notification letter or WhatsApp group. Furthermore, there can be a conflict management strategy to improve community participation.

**Keywords:** conflict management strategic, problem solving, community participation

## I. INTRODUCTION

Today, education in Indonesia has changed, the change in the field of education is the impact of the 4.0 Industrial Revolution. School as one form of formal organization that aims to form students' character must be able to adapt to current situation. If the school does not place in accordance with the current conditions, then the school will be abandoned by the community. Schools in the function to achieve the goal of requiring a leader or commonly called the principal. The principal in this case is also required to increase public participation, so that the school gets a positive image from the community. In the implementation of the school certainly faced some conflicts especially when dealing with people and parents of learners.

This corresponds to the statements of [1] that if the school committee and parents participate optimally, it will facilitate the success of the school in improving the quality expected. The meaning in the statement is that if the school committee and parents participate optimally then it can facilitate the success of the school in improving the quality of the school as expected. So in this case the role of the headmaster is needed to encourage and increase community participation.

The leadership of the principal based on [2] explained that there are 5 competencies that must be owned by the principal that is the competency of personality, Managerial competencies, entrepreneurial competencies, supervision competencies and social competencies. In this case when it conflicts with people, the headmaster can use social competence. According to

Imron, community participation is closely related to the cooperation with some Parties [3]. Cooperation with some Parties is not only with educational institutions but with many institutions to support the activities that are in the school. Based on the above statement, the community participation can be done in cooperation, in cooperation with the school will also face the conflict. Therefore, in this era, the school principal strategy is required in resolving several conflicts so as to increase community participation.

According to Alabannes [4] The conflict is a condition that is archived among the various parties or more to feel the discrepancy between the purpose and the opportunity to interfere with the achievement of the purpose of the other party. This means that conflicts can occur because of the lack of appropriate goals and opportunities that are not achieved by their objectives. In the era of the 4.0 Industrial Revolution, many used information technology as the main means. Of course, the education world directly gets its impact, which can be seen in students' characters and learning resources. Therefore, conflicts can be solved using information technology.

The Era of the 4.0 Industrial Revolution is certainly a special opportunity and challenge in education. The opportunity for the 4.0 Industrial Revolution in education according to [5] is introducing technology as a medium for easy learning as in some developed countries. As for the challenges facing education according to [6] that information will be easily accessible by others but does not support the security, so that the data owned is

easily stolen or acknowledged by others. Opportunities and challenges such as the above also impact on the world of education, so it needs analysis related to the impact of the Industrial Revolution 4.0 on a conflict management strategy to increase community participation.

## II. METHOD

This research uses a qualitative approach. The data collection techniques used in this study are in-depth interviews, study documentation and observation of participation. The first step of the study gathered data from the field, and then analyzed the data on the second and the site of SDN Tunjungsekar 5 and SDN Ketawanggede Kota Malang. Analysis on both sites resulted in temporary findings and later researchers did a comparative data that would later be found the equation of the two schools. Key informant in this research is the principal, while other supporting data are additional informant such as teachers, school committees, and parents. Data validity checks are used by researchers to account for the data that has been obtained. Data validity checks are done credibility, because with credibility (credibility) is sufficient to be done checking the validity of data. Credibility includes triangulation, member checking, improving persistence, and adequacy of reference material. As for the analysis of data researchers use cross-site analysis techniques.

## III. RESULTS

Conflicts are found on obstacles in increasing community participation. Some of these obstacles are (1) the background of the economy of the peseta parents, the solution of this obstacle is that the school receives voluntary donations in the form of energy or physical assistance, (2) the readiness of each party, such as School committees and students' parents. The solution is to communicate the program that will be implemented by the school to the local community through community leaders, parents through a notification letter or WhatsApp group, and (3) the next community and parents Passive by communicating programs that will be implemented by the school to the community through community leaders, parents through a notification letter or WhatsApp group.

## IV. DISCUSSION

Seeing some solutions or strategies applied by the headmaster in solving the conflict is empowering information technology. The information technology used is now familiar to the community or often used. Thus the strategy used by the school principal in conflict management in accordance with the opinion of Gibson [7] is the problem-solving strategy (problem solving) and the high-level objectives (superordinate goals). Problem solving strategy or solving problem is one of the strategies applied by the principal by raising several solutions in the constraints faced. A high-level goal strategy or superordinate goals is also a strategy that is being flown by the headmaster, because having a high-level goal of the school can find solutions to existing constraints. Just as in the problem solving or conflict that arises in increasing community participation can reach the objectives of the school's expected. The implementation

of strategy used can increase community participation, because of conflicts that arise in community participation. Through the empowerment of social media such as WhatsApp was the impact of the Industrial Revolution 4.0. Thus, information can be delivered appropriately to its target, and parents and school committees as social media users feel their usefulness.

Several measures can be applied in conflict management according to [8] i.e., (1) Planning Conflict Analysis, (2) Conflict Evaluation, and (3) the selection of conflict management strategies. Similarly, the findings of the researchers are as in the steps above, the head of SDN Tunjungsekar 5 and SDN Ketawanggede when facing the conflict one of them when facing a community that is less participating in school activities. The steps applied as follows (1) Planning of conflict analysis, at this step the head of SDN Tunjungsekar 5 and SDN Ketawanggede observe the conflict arising from the Green School Festival or GSF program, some students' parents Not participating when planning, can be concluded that the conflicts that arise in the program is the lack of community participation in school activities, (2) Conflict evaluation, at this step head of SDN Tunjungsekar 5 and SDN Ketawanggede Classification of existing conflicts. Conflict of the lack of community participation is included in the moderate conflict, then the head of SDN Tunjungsekar 5 and SDN Ketawanggede find a solution to the problem that exists by conducting a program socialization before the implementation of media Social WhatsApp so that the impact of the Industri Industrial Revolution 4.0 can also be enjoyed by education practitioners, and (3) the selection of conflict management strategies, at this step the head of SDN Tunjungsekar 5 and SDN Ketawanggede strategize on the basis of solutions that exist, namely by utilizing social media WhatsApp as a medium to take information from school to parents and parents to school.

## V. CONCLUSION

Resolving the required strategies to resolve the conflict, the headmaster in the face of conflict could implement some conflict management strategies, not to cover the possibility of conflict in the community participation. Community participation conflicts that arise in a school directly affect the activities or programs that exist in the school. Therefore, in the era of the Industrial Revolution of 4.0 and the Society 5.0. The Era continues to change but the role of a leader cannot be eliminated. When in school there is a conflict, then the principal can play a role in it by implementing a conflict management strategy. In public participation there is a conflict that requires the principal to break it, so as not to dissolve in the conflict.

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