

Volume: 4
Number: 1
Page: 192 - 201

Article History:

Received: 2022-11-29
Revised: 2023-01-06
Accepted: 2023-01-16

CONFLICT RESOLUTION BETWEEN SECURITY GUARD AND SECURITY SERVICE PROVIDER

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Abstract:

Based on the leading cause of internal conflict in a security service provider company, which is usually caused by the problem of conflicting expectations, namely dissatisfaction with compensation for wages, overtime and Jamsostek that are not in line with the expectations of security members, finally found several other causes of conflict. The right solution is, of course, very much needed to satisfy all security members. By identifying the factors that play a role in the dimensions of internal conflict resolution between personal security and security service providers related to organizational communication, it is hoped that a conflict resolution model can be built in companies experiencing internal conflicts based on organizational communication. Method and research design using qualitative research with a case study design (case study). This research case study is related to the problem of internal conflict between workers (security personnel) and security service providers. The key informants in this research are Security Members, Security Service Provider Employees and several other supporting informants. It turns out that the problem of conflict of expectations is the most dominant factor in the occurrence of conflict. Hence, conflict resolution related to the dissatisfaction that causes the conflict is to build a conflict resolution model.

Keywords: Conflict, Resolution, Dissatisfaction, Organizational Communication
Cite this as: NASIKHIN, M., KHOLIL, RONDA, M., & TITIWIDANINGSIH. (2023). "Conflict Resolution Between Security Guard and Security Service Provider." *International Journal of Environmental, Sustainability, and Social Sciences*, 4 (1), 192 - 201.



INTRODUCTION

A high level of internal conflict is a significant problem that hinders the running of a company, the impact of which can result in reduced employee satisfaction. Internal conflicts can be disruptive and even detrimental to themselves as individuals and can harm the company. Visible conflict cannot be seen clearly, but maybe only the symptoms can be found within the company (Miller, Katherine, 2006).

PT. Cakra Mandiri Perkasa is a company engaged in procuring security services (security guard/Satpam) a professional outsourcing company. Symptoms of internal conflicts that often occur at PT. Cakra Mandiri Perkasa concerns the interactional relationship between fellow employees and includes the structure and company policies. Some of these conflict cases are, for example, the problem of uncertainty of the working period, unclear compensation/salary, disharmony among security guards and others.

Workers often get different rights and opportunities than those who work in companies in general, including *in terms of compensation, facilities, training, and careers (Oetzel, 2003). In terms of contract work agreements are not implemented according to regulations, workers need to

get their rights fully, and they experience discriminatory treatment. This dispute can lead to internal conflicts between security service providers (Saunders, 1999).

Internal conflict causes can come from communication conditions and changes in company structure and personality (Robbins, 2008). The dimensions of communication cause the dimensions of the cause of conflict, and the dimensions of structure and dynamics are strongly influenced by the role of actors who encourage an increase in conflict tension and personality due to personal needs (Ramadhan, 2014).

Conflict is a process that begins when one party feels that the other party has a negative influence on the work that has been done. Conflicts in organizations often occur asymmetrically, and only one party is aware of and responds to the conflict. Alternatively, one party perceives that the other party has or will attack negatively (Robbins, 2008). Conflict is closely related to human feelings, including being ignored, underestimated, and unappreciated, as well as unpleasant feelings due to the workload. The workload received by a person and the physical and psychological conditions of a company employee can also trigger disagreements.

Every organization has elements of conflict; what needs to be considered is how to manage the conflict so that it does not have a negative impact. Sometimes a conflict arises that will create an improvement for the previous situation. Conflicts also often occur in companies; even things like that are prevalent because, in companies, there are often interactions between humans. Moreover, conflicts that are triggered within a company between fellow employees and superiors, as well as those from outside the company, are widespread (Ting-Toomey, 2005).

Based on the conflicts experienced by the company, both internal and external conflicts, of course, will affect the running of a company's operations. PT also experiences this influence. Cakra Mandiri Perkasa, Therefore we need a conflict resolution model to resolve internal conflicts.

Based on the leading cause of internal conflict in a security service provider company, which is usually caused by the problem of conflicting expectations, namely dissatisfaction with compensation for wages, overtime and Jamsostek that are not in line with the expectations of security members, finally found several other causes of conflict. The right solution is, of course, very much needed to satisfy all security members. By identifying the factors that play a role in the dimensions of internal conflict resolution between personal security and security service providers related to organizational communication, it is hoped that a conflict resolution model can be built in companies experiencing internal conflicts based on organizational communication.

In this study, the author uses a positivist paradigm, where Positivism is a way of understanding the world based on science. Positivism is a view that assumes that what can be investigated or understood is data from natural objects (empirical) or what is called positive. Positivism assumes that what can be investigated or studied is only "real/empirical data" or what they call positive. In other words, 'knowledge' can be said to be scientific if it uses positive facts and what is extracted from objects with scientific methodology and the object of sociological study is social facts (Muslih, 2004);

"...any way of acting, whether fixed or not, capable of exerting over the individual an external constraint; or something which in general over the whole of a given society while having an existence of its individual manifestation." (Muslih, 2004)

What is meant by the above social facts are; language, legal system, political system, education and others. According to positivism, the object of science and the statement of science (proposition of science) must meet the following requirements; observable, repeatable, measurable, testable, and predictable.

Society is double-sided, has a conflicting side and a cooperative side, and anything that can be analyzed with structural functionalism can also be better analyzed with conflict theory, the

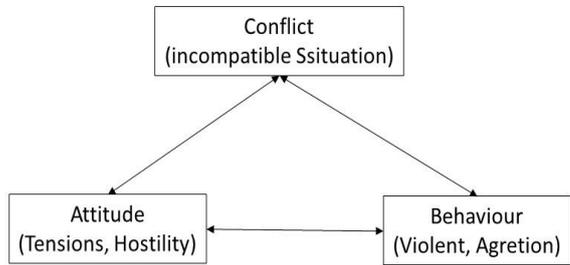
emergence of corporations with shares owned by the people, where no one has exclusive control, serving as an example of what is known as capital decomposition. In addition to the decomposition of capital, there is also a decomposition of labor. The proletariat is no longer a single homogeneous group. The main theoretical reason why this Marxist-style revolution did not occur is that the existing conflicts tend to be regulated through institutionalization. Regulation and institutionalization this is evident from the emergence of labor unions which have facilitated social mobility and managed conflicts between workers and management. Through the institutionalization of these conflicts, each society can overcome new problems that arise. Within every association marked by conflict, there is tension between those who join the power structure and those who submit to it. There are pseudo-groups and interest groups. This interest may be manifest or latent. Latent interest is a potential behavior determined for a person because he occupies a specific role but is still not realized. Likewise, unconscious interests, such as equal pay, equal employment opportunities,

Conflict in organizational communication (Communication of Organizational conflict) is a discrepancy between two or more members or groups. Judging from the type of difference, conflict within the organization occurs because of differences between two or more group members in organizational situations that arise from existing realities. Moreover, according to Thomas (2002), this difference is divided into; 1) The presence of scarce resources and 2) Differences in status, views and values. Medium by nature conflict in organizational communication is divided into functional conflict and dysfunctional conflict (Katherine Miller, 2009).

Functional conflicts are related to conflicts between groups that occur beneficial to increasing organizational effectiveness and achievement. Conflict is not only helpful but also a necessary condition for creativity to occur. Groups whose members have different interests tend to produce higher-quality solutions to various problems than homogeneous groups (Robbins, 2008). The group decision-making process has also led the theory to conclude that conflict can produce many positive benefits for the organization if appropriately managed (Hamrich and Frydensberg, 2009).

Dysfunctional conflicts can occur because of the destructive consequences of a group or organizational performance conflicts. Dysfunctional conflict is related to the conflict between groups that impairs or hinders the achievement of organizational or group goals. In short, unrestrained opposition breeds discontent, which acts to break the bonds of commonality, and ultimately leads to the destruction of the organization. Dysfunctional conflicts that can reduce effectiveness can occur, among others, because of communication barriers, reduced group cohesiveness, and defeating group goals for the superiority of contention between members. At its extreme, conflict can stop the group's functioning and threaten its survival.

Factors that can lead to conflict in an organization include (Putnam, 1988), 1) Various scarce resources, 2) Differences in goals. 3) Interdependence in carrying out work. 4) Differences in values or perceptions 5) Other causes (person's style, unclear organization and communication). Other factors or causes that can lead to conflict within the organization are a person's style of work, organizational ambiguity and communication problems, as shown in the following figure;

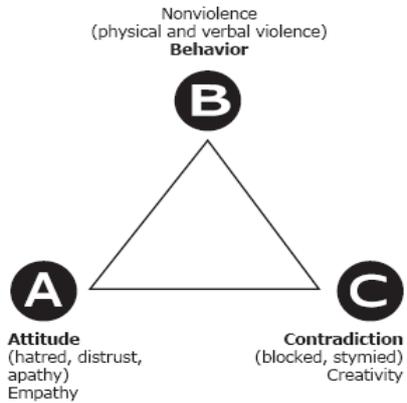


Source: Jacob Bercovitch, *Social Conflicts and Third Parties* (New York, 2019), p.6

Figure 1. The Concept of Conflict in Organizational Communication

While the attitudes or perceptions of the conflicting parties and the misperceptions between themselves and themselves are perceptions about specific issues relating to other groups, in conflict and violence, warring parties tend to develop stereotypes that demean one another. Fear, anger, bitterness, or hatred often influences this attitude. These attitudes include emotive (feeling), cognitive (belief) and conative (will) elements. Behavior is cooperation, coercion, and hand or body gestures that show friendship or hostility. Violent conflict behavior is characterized by threats, coercion, and destructive attacks (Galtung, 1971).

Moreover, from this description, it can be seen from the ABC triangle conflict concept, which refers to Galtung's theory of structural and cultural violence. Galtung said that conflict could be seen as a triangle with contradiction (Contradiction = C), attitude (Attitude = A), and behavior (Behaviour = B) at its peak. Contradiction refers to the basis of the conflict situation, including the existing or perceived "mismatch of goals" by the conflicting parties caused by "a mismatch between social values and social structure." The parties determine contradiction to the their inherent conflict of behavior (Behaviour = B) at its the basis of the conflict existing or perceived conflicting parties caused by "a values and social structure." contradiction to the conflict, inherent conflict of interest (Behaviour = B) at its peak. basis of the conflict situation, perceived "mismatch of goals" caused by "a mismatch between social values and social structure." The parties determine contradiction to the conflict, their relationship, and the inherent conflict of interest between them (Galtung, 1971).



The parties conflict, their relationship, and interest (Galtung, 1971). peak. Contradiction refers to situation, including the "mismatch of goals" by the mismatch between social The parties determine their relationship, and their (Galtung, 1971). behavior Contradiction refers to the including the existing or by the conflicting parties

Source: The Search for World Order (New York, 1971), p.125

Figure 2. ABC Triangle Conflict

Conflicts can widen, giving rise to secondary conflicts in the main parties or parties being dragged in. This will complicate the task of resolving the core conflict. Ultimately, conflict resolution must involve a dynamic set of changes, which involve the reduction of conflict behavior, changes in attitudes, and the transforming of conflicting relationships or interests, which are at the core of the conflict structure. Johan Galtung created three dimensions of violence, namely structural violence, cultural violence, and direct violence. Direct violence is often based on the use of resource power. Resource power can be divided into punitive power, namely destructive power. Then, ideological forces and remunerative forces tend to create cultural violence. Galtung defines cultural violence as a cultural aspect, namely a symbolic space of human existence such as religion and ideology, language and art, empirical science and formal science (logic, mathematics), which can be used to legitimize direct violence or structural violence. At the same time, structural violence is created by using structural power or authority (authority) to create a policy (Galtung, 1971).

There are several ways of conflict resolution used in the conflict resolution process. Conflict can be prevented or managed if the conflicting parties can find a way or method to negotiate differences in interests and agree on the game's rules to manage conflict (Galtung, 1996). Johan Galtung then offers several models that can be used as a conflict resolution process, including peacemaking, peacekeeping, and peacebuilding. The three series of conflict resolution models proposed by Galtung have their respective dimensions and targets. However, the series of models will lead to the ultimate goal of realizing long-term peace. Guide the approach to conflict situations starting with self-assessment, issues surrounding the conflict, reviewing and adapting to the results of self-exploration, arranging and planning meetings between the individuals involved in the conflict, monitoring the viewpoints of all individuals involved, developing and describing solutions, choosing a solution and taking action, and planning its implementation which originated from Galtung, gave birth to an idea of conflict resolution using the ACES Resolution Models Approach. This model is used to resolve internal and external conflicts in the company.

The ACES Resolution Models approach is formulated through four stages, namely, *Assess the Situation* (recognize the situation), *Clarify the Issues* (explain the problem), *Evaluate Alternative Approaches* (assess alternative approaches) and *Solve the Problem* (break down the problem). The success of conflict resolution with ACES Resolution Models can be empirically measured from four indicators: (1) the absence of forms of violence from the conflicting parties; (2) there is a process of re-integration or readjustment that forms a harmony between the conflicting parties; (3) there is a problem-solving atmosphere in the social nuanced joint activities of the conflicting parties; and (4) there are changes in the structure of social interaction that lead to the formation of a lasting peace community from the warring parties. These four indicators can only be achieved optimally if a conflict resolution approach is carried out in four successive stages: conflict de-escalation, negotiation and humanitarian intervention, problem-solving, and peacebuilding (Thomas, 2002).

From the above conditions, several analyzes were obtained regarding the causes of internal conflicts at PT. Cakra Mandiri Perkasa, communication process in resolving conflicts between workers (security guards) and the Company, analysis of Positive and Negative Internal Conflicts, analysis of the impact of Outsourcing Regulatory Policies and Employment Laws (External) on the

emergence of conflicts between workers (Security Guard) and Management (Company) and the main thing is the discovery of an analytical model with a Conflict Resolution approach with the ACES (ACES Resolution Models) model which is formulated through four stages, namely, *Assess the Situation* (recognize the situation), *Clarify the Issues* (explains the problem), *Evaluate Alternative Approaches* (assess alternative approaches) and *Solve the Problem* (break down the problem). Based on the description above, the authors chose the study's title, "Conflict Resolution Between Security Guard And Security Service Provider."

METHOD

This is qualitative research with a case study design (case study). Case studies are carried out by collecting data that can explain a phenomenon and the impact of various related factors. In contrast, the relationship between these factors is unknown. (yin,2013). The existence of problems in the triangular conflict between workers (Security Personnel/Security Guards), security service providers and users of security services has been known in the security industry sector. It has also been frequently reported in the mass media. The use of case studies in communication and conflict resolution management is every day and widely available in the literature (Barbour, RS, 2011). Qualitative methods are increasingly being used for research in the field of communication for conflict resolution between conflicting parties with different goals. Holloway (2005) says that data from the security industry and parties using security services with qualitative methods can be used to develop hypotheses and enable a multilevel analysis of factors at the individual, context, and organizational levels that are significant in various phenomena. This is also in line with Green and Thorogood's (2013) research which states that qualitative methods have the potential to be more widely used in the field of communication and discuss various approaches that can be used. Then, other similar studies say that qualitative methods are beneficial for research in organizations because they allow researchers to express personal views and examine the complexities inherent in organizations (Brown, 2003).

RESULTS AND DISCUSSION

The criteria used in selecting the key informants are the field security department which helps provide views on internal conflicts at PT. Cakra Mandiri Perkasa and are in the experienced age range. This means that the age range of the subjects is from 25-50 years as part of the inclusion criteria. According to Henink (2014), generally, the selection of informants in the focus group discussion method, this study uses a purposive and then snowball method. Initially, the researchers recruited several informants who met the predetermined criteria. However, only twelve key security informants were selected to be involved in this study with an age range of 26-52 years, with the distribution in the table-1 below.

Table 1. Key Information Characteristic

Initial	Sex	Age	Last Education	Tenure	Position
S1	Man	35 years old	High School	5 Years	Security Guard
S2	Man	38years old	High School	5 Years	Chief Security
S3	Man	32 years old	High School	4 Years	Deputy Chief Security
S4	Man	46 years old	Bachelor	8Years	Security Guard
SS	Women	42 years old	Bachelor	6 Years	Security Guard
S6	Man	52 years old	High School	7 Years	Security Guard
S7	Man	30 years old	High School	5 Years	Security Guard

S8	Man	30 years old	High School	5 Years	Security Guard
S9	Man	26 years old	High School	3 Years	Finance Staff
S10	Man	28 years old	High School	5 Years	Marketing Staff
S11	Man	29 years old	High School	6 Years	Operational Staff
S12	Man	30 years old	High School	6 Years	HRD Staff

Source: Interview, 14 September 2018

From Table 1, 11 informants were found to be male and one female. The age of the informants varied from the youngest, 26 years old, to the oldest, 52 years old, while only one female Key Informant was 42 years old. Ten high school graduates and two undergraduates are the critical informant's education. The average tenure of informants is 3 – 8 years.

The results of in-depth interviews with these informants can be seen in Table 2 and Table 3, which are two tables of the symptoms of conflict that arise, namely, symptoms of conflict based on the quality of understanding Security (Table 2) and Symptoms of Internal Conflict Base on Interaction at PT. Cakra Mandiri Perkasa (Table-3)

Table 2. Symptoms of Internal Conflict Based on Quality of Security Understanding (Security)

No	Internal Conflict	%
1	Differences in Understanding Organizational Goals	8%
2	Dual Authority and Influence	8%
3	Unclear Task (No Job Description)	17%
4	Resource Scarcity	25%
5	Policies, Procedure and Rules	42'5

Source: Interview, 14 September 2018

Table 3. Symptoms Of Internal Conflict Based on Interaction at PT. Cakra Mandiri Perkasa

No	Internal Conflict	%
1	Nom transparent work agreement	8%
2	The Work atmosphere is not supportive	8%
3	Less harmonious relationship	17%
4	Jealously and Social Gap	25%
5	Salary is below standard; salary is often late, and there is no certainly of work and certainly of disbursement of Jamsostek	42'5%

Source: Interview, 14 September 2018

Analysis of Causes of Conflict. To Table 2, it turns out that several crucial problems arose in the field, namely some members of the security field experienced a lack of understanding of company policies, procedures that must be carried out and as many company rules; this problem turned out to be in the highest rank, namely as much as 42%, while 25 The percentage, including operational employees, said that there was a shortage of human resources to back-up if at any time they were unable to. What was more surprising was that Security felt they needed to clarify their duties and responsibilities because they felt burdened with additional tasks by security service users (clients). PT. Cakra Mandiri Perkasa as much as 17%. The authority of the Security Service Provider Company and the authority of the Security User Company often create conflicts in the field because they both feel they have the right and obligation to manage security work in the field; 8% of security personnel in the field feel that way. Meanwhile, the understanding of the company's vision and mission is only understood by 8% of security guards in the field.

Dissatisfaction with wages, which sometimes do not meet the regional minimum wage standards, turns out to be the highest rank of the originator of the conflict between PT. Cakra

Mandiri Perkasa Management and Security Guard in the field, which is as much as 52%, and this is a very high number that cannot be ignored because it can lead to growing conflicts. Meanwhile, the problem of jealousy due to inequality is in second place with a percentage of 24%. The relationship between colleagues who are not harmonious turns out to be in a reasonably high place too, which is in the third place, as much as 10%, while the work atmosphere is less supportive, as much as 8%. The work agreement is less transparent at 5%.

Analysis of Conflict Resolution Approach with ACES model. There are many ways of conflict resolution used in the conflict resolution process. According to Galtung (1996), conflict can be prevented or managed if the conflicting parties can find a way or method to negotiate differences in interests and agree on the game's rules to manage conflict. Johan Galtung then offers several models that can be used as a conflict resolution process, including peacemaking, peacekeeping, and peacebuilding. The three series of conflict resolution models proposed by Galtung have their respective dimensions and targets. However, the series of models will lead to the ultimate goal of realizing long-term peace.

As guide the approach to conflict situations starting with self-assessment, issues surrounding the conflict, reviewing and adapting to the results of self-exploration, arranging and planning meetings between individuals involved in the conflict, monitoring the viewpoints of all individuals involved, developing and describing solutions, select solutions and take action, and plan their implementation. Galtung (1996) gave birth to the idea of conflict resolution using the ACES Resolution Models Approach. This model is used to resolve internal and external conflicts in the company.

The ACES Resolution Models approach is formulated through four stages, namely *Assess the Situation* (recognize the situation), *Clarify the Issues* (explain the problem), *Evaluate Alternative Approaches* (assess alternative approaches), and *solve the Problem* (break down the problem). The success of conflict resolution with ACES Resolution Models can be empirically measured from four indicators: (1) the absence of forms of violence from the conflicting parties; (2) there is a process of re-integration or readjustment that forms a harmony between the conflicting parties; (3) there is a problem-solving atmosphere in the social nuanced joint activities of the conflicting parties; and (4) there are changes in the structure of social interaction that lead to the formation of a lasting peace community from the warring parties. These four indicators can only be achieved optimally if a conflict resolution approach is carried out in four successive stages: conflict de-escalation, negotiation and humanitarian intervention, problem-solving, and peacebuilding (Thomas, 2002).

Assess the Situation (Recognizing the Situation). Recognizing a conflict is a must for an organization without knowing and exploring the conflicts that arise. If there is a vacancy for the following guard shift personnel in a location, usually fellow members of the Saliong back up or replace each other. In the case of a task vacancy, due to the scarcity of resources, as shown in Table 2, the 4th item is 25%, which usually can back up each other; sometimes, it cannot be carried out due to disharmony in the relationship between members in the field. Table 3 point 3 is equal to 10%; this is a number that is not small considering the percentage of vacancies is still relatively high,

This situation can usually last long, and the identification process must be completed as soon as possible. The dispatch of security personnel as a backup for the vacancies of the officers on duty also clarified the root of the problem. It was proven that the security personnel sent who were not by the needs in the field could trigger conflicts. The emergence of conflict symptoms is marked by behavior that mutually negates, demeans, and suppresses other parties to obtain benefits such as status, position, and responsibility. It turns out that the feeling of being more senior, older, and close to people from the head office are also causes of conflict as much as 10% Table-2 point2.

Clarify the Issues (Clarifying the Problem). In clarifying the problem, activities are carried out in the form of negotiations to clarify the problems that arise in the first stage. If there is a vacancy at a location for the following guard shift personnel, usually fellow members back up each other or replace each other in the event of a vacancy of duties, which can usually be backed up by each other and vacancies of substitute officers who are not replaced directly by fellow officers in the security department. The security capabilities that are sent sometimes need to match the needs in the field. There is also the problem of seniority, which is a symptom of conflict marked by mutually exclusive behavior, demeaning, and suppression of the other party.

The placement of security personnel not by the needs of security service users in the field often occurs. This is usually due to several things; firstly, when there is a request for the provision of security personnel from the client, there is no specific request for the needs in the field, the two clients experience organizational changes, the third is negligence by the Cakra operational party in providing security personnel candidates. There are Conflicts with the environment almost always arise wherever PT. Cakra Mandiri Perkasa secures clients. This situation is indeed one of the reasons why a company requires the presence of security services because one of them is interference from the environment around the office/company location. Dissatisfaction with monthly income, which is still below the minimum wage, is still a significant problem of conflict, which is as much as 52% (Table 3 points5). The first error that can be clarified is because the contract value between security service providers and security service users is already below the Regional Minimum Wage, so the amount of wages received is certainly not by the expectations of security personnel.

Evaluate Alternative Approaches (Assessing Alternative Approaches). Analysis of conflict resolution approaches with *Evaluate Alternative approaches* is also essential to understand the perspectives of all these groups or parties (in the second point above) and to know more broadly how they relate to each other.

Environmental Approach. From this conflict with the environment, it turns out that several problems that are pretty dominant influence the emergence of conflict: (1) Conflict with the environment (Community Leaders, thugs and mass organizations) around the location of the Client Partner Office. Disturbances from thugs and mass organizations around the security location interfere with the tasks carried out by all security members. (2) Conflicts with old and new security guards. Every time it gets a new client, PT Cakra Mandiri Perkasa always places new security members combined with old security members from the replaced security service provider. Of course, there is some old security that is not used; it is this old security that sometimes interferes with PT. Cakra Mandiri Perkasa security because they feel they are no longer used. Even though they are not used also due to requests from clients considering some of the considerations they have. (3) Conflict with Government Officials: conflict with the apparatus means that the presence of chakra security wherever it is located must be interference from local officials (Polsek, Binmas or Koramil). Moreover, this one is always resolved directly by the Management of PT. Cakra Mandiri Perkasa. (4) Conflicts with former security service providers who were replaced rarely occur because almost all security service providers are under one union. Management transfers are also shared, but the old service providers are sometimes still acting up. (5) Conflict with labor provider brokers, almost the majority of security guards who register with security service providers pass through intermediaries who roam around security locations. The security guards received information that there were job vacancies from them, so they often requested money upfront before they were accepted for work. This eventually caused problems after they started working.

Financial Approach. Financial problems have become everyone's main problem, not least, in this case, the internal conflict problem of PT. Cakara Mandiri Perkasa is also strongly influenced by this factor. Financial problems faced by security officers in the field have almost become the main problem of conflict. Complaints about a lack of salary or salary not being eaten for a month become a routine problem.

Advanced Approach. The following approach is to improve skills by providing additional education in security guard basics and additional communication skills. This is done at the Head Office and other training institutions; a) Expertise approach or skill approach is used to determine the extent to which a person's expertise becomes a problem or causes conflict in this research. A security person who is given the expertise in security matters, sometimes at the placement location, gets the task of doing work beyond his ability. b). General Security Expertise Approach Expertise Approach has the same focus as the trait approach, namely the individual. (Robert Katz, 1974) The Harvard Business Review, entitled "Skills of an Effective Administrator." Human Skills are one of the aspects that make it possible to work with people. This is in contrast to technical skills, which involve working with equipment. This ability helps us get along with people, communicate, and work in teams. c) Expertise with Limitations. The breadth of the skilled approach seems to go beyond one's boundaries, so it is too general/inappropriate to relate physical characteristics such as the height and weight of a security member. d) Expertise with Limitations, the breadth of the skills approach seems to go beyond one's boundaries, so it is too general/inappropriate to relate physical characteristics such as the height and weight of a security member.

Solve the Problem (Unraveling the Problem). Analysis of conflict resolution approaches with *Solve the Problem* also serves to unravel and identify the factors and trends that sustain the conflict and the appropriate solution in resolving the conflict. The final stage of the ACES Resolution Model is building peace. This stage is the most challenging and will take the longest because it has a structural orientation and reconciliation.

Several solutions and follow-up to existing problems in the field, among others; (a) Joint training held monthly: Security members must be provided with adequate education, especially in the security field (SK Kapolri No. Pol: Skep/244/II/1999). In addition, they also need to get regular monthly reflections in the form of joint training; (b) Gathering: Annual activity carried out by the Cakra Mandiri Perkasa Management by bringing together all members of the Security Guard (Representatives for each Location) to gather in a gathering event which is usually held every year right on birthdays PT. Cakra Mandiri Perkasa; (c) Umrah Gifts: PT. Cakra Mandiri Perkasa routinely dispatches Umrah members, both office employees and members of security guards, at locations each year with an average of five members. The selection of prospective Umrah pilgrims is based on several criteria, including having worked for a minimum of four years, being highly dedicated (according to client reports) and passing the test at the Cakra office.

CONCLUSION

The ACES Resolution Models approach is one of the solutions formulated through four stages, namely, *Assess the Situation* (recognize the situation), *Clarify the Issues* (explains the problem), *Evaluate Alternative Approaches* (assess alternative approaches) and *solve the Problem* (break down the problem). The success of conflict resolution with ACES Resolution Models can be empirically measured from four indicators: (1) the absence of forms of violence from the conflicting parties; (2) there is a process of re-integration or readjustment that forms a harmony between the conflicting parties; (3) there is a problem-solving atmosphere in the social nuanced joint activities of the conflicting parties; and (4) there are changes in the structure of social interaction that lead to the

formation of a lasting peace community from the warring parties. Financial problems are still one of the main problems that cause conflicts to arise at the root of the problems that have often occurred. With the root problems that most often arise are financial and communication problems, solutions that are worth considering include; 1) Joint training held monthly, which will psychologically improve the relationship between security members in the field; 2) Gathering, which is routinely held every year so that it is always maintained; 3) While the appreciation of gifts in the form of Umrah departures or for other religious activities is a unique attraction to increase loyalty.

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