

## Implementation of Career Planning and Employee Conflict Resolution Techniques

Haninatul Adniyah<sup>1</sup>, Alvianatul Luthfiyah Masluchah<sup>2</sup>, Aminatu Nadhifa Alfiah<sup>3</sup>,  
Della Lameriya<sup>4</sup>, Mardiyah<sup>5</sup>

Manajemen Pendidikan Islam, Fakultas Tarbiyah dan Keguruan, Universitas Islam Negeri Sunan Ampel Surabaya

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### Abstract

*This research discusses the implementation of career planning and conflict resolution techniques in the context of human resource development. Effective career planning is crucial in helping individuals set clear career goals and outline steps to achieve them, especially in the face of intense competition in the job market. Conflict within organizations is an inevitable phenomenon but can become an opportunity to improve team performance through resolution techniques such as effective communication, negotiation, and mediation. This study finds that the integration of career planning and conflict resolution creates a positive synergy in employee development. Individuals with clear career plans are better equipped to handle conflicts, fostering a collaborative and harmonious work environment that supports the achievement of both individual and organizational career goals more effectively.*

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### Corresponding Author:

Haninatul Adniyah,

Universitas Islam Negeri Sunan Ampel Surabaya

Email: [haninatuladniyah@gmail.com](mailto:haninatuladniyah@gmail.com)

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## 1. INTRODUCTION

Career planning is a process designed to help individuals determine their career goals and develop the steps necessary to achieve them. In an era of increasingly fierce competition, especially among college graduates, having a clear career plan is very important. This helps someone be more focused in making decisions regarding their future career path. One way that is often proposed to prepare students for the world of work is through an internship program. Internships provide students with the opportunity to gain practical experience and direct understanding of the industry they are interested in, which will ultimately help them in formulating more mature career strategies.

Effective career planning is not just about choosing an appropriate career path, but also involves developing the interpersonal and technical skills needed in the world of work. Interpersonal skills, such as communication and teamwork abilities, are very necessary so that individuals can adapt well in the work environment. On the other hand, mastering technical skills will also increase employee competitiveness in the job market. In this case, support from lecturers and alumni plays a very important role. They can provide relevant information and share experiences that are useful for students in determining their career direction.

Meanwhile, conflict within organizations is normal and cannot be avoided. However, conflict is not always negative. If managed well, conflict can be an opportunity to make improvements and improve team performance. Employee conflict resolution techniques include various approaches, such as effective communication, negotiation, and mediation.

The goal is to reach a constructive solution for all parties involved. Conflict management should be an important part of human resource management, where leaders have a role in identifying conflicts and resolving them without disrupting work productivity.

The importance of conflict management lies in its ability to improve teamwork and improve work processes. Organizations that have clear conflict management policies and procedures will be better able to create a harmonious and productive work environment. With good conflict management, employees can work together more effectively, support each other in achieving common goals, and reduce potential tensions that may arise in the workplace.

Integration between career planning and conflict resolution creates positive synergy in employee development. Individuals who have a clear career plan tend to be better able to overcome conflict because they have a vision and goals to achieve. They focus more on self-development and are not easily carried away by conflicts that occur at work. Conversely, the ability to resolve conflicts also makes a positive contribution to the career planning process. A harmonious and collaborative work environment will help individuals to have more freedom in pursuing their career goals, without having to be hampered by internal disputes.

Conversely, the ability to resolve conflicts also supports the career planning process. A work environment that is harmonious and free from conflict allows individuals to focus more on their career goals. When employees are not distracted by internal strife, they can work better, collaborate with teams, and achieve desired results. Therefore, integration between career planning and conflict resolution techniques not only supports individual development, but also contributes to overall organizational success.

Thus, implementing career planning combined with appropriate conflict resolution techniques is an important step in creating a productive and conducive work environment. Employees who are able to plan their future careers and at the same time resolve workplace conflicts effectively, will be a valuable asset for the organization. The integration of these two concepts can create a harmonious, productive work environment and enable sustainable individual and organizational growth.

## **2. RESEARCH METHOD**

This research uses library research methods, namely a series of activities related to library data collection methods. This research was carried out by collecting data contained in literature books and other reading sources related to the problem under study. In this research, secondary data was found and collected by conducting a literature study, namely collecting data based on literature books, while primary data was obtained from journals and previous writings.

According to Z. Mustika, library research or library studies is a series of activities related to library data collection methods, reading and writing as well as processing library collection materials without the need for field research. The approach used in this research is a qualitative approach, namely focusing on analyzing the comparison process and dynamic analysis of the relationships between observed phenomena using scientific logic. The data used by the author (primary data and secondary data) is data in the form of written works such as books, articles, etc., so that the author can search, read, research and collect various data from various sources. Materials or resources needed to obtain information relevant to the discussion.

## **3. RESEARCH RESULTS AND DISCUSSION**

### **A. Implementation of Career Planning**

In principle, career planning is an individual responsibility because individual employees know more about various matters related to their needs, but because the organization has an interest, the organization must be involved in it so that it can be achieved effectively both from the employee's and the organization's point of view. Career planning is an important phenomenon in Human Resource Management. The goal of career planning is to help employees develop and achieve their career goals while meeting the organization's need for qualified personnel.

According to Hanggraeni (2012), career planning is the process a person uses to choose career goals and career paths to achieve these goals. As a process that aims to systematically match career goals and personal skills with opportunities to achieve them. Dharmani (2015) explains the process or steps for making a career plan which consists of:

1. Evaluate yourself

The most important thing to do when starting career planning is to ask yourself or understand yourself. Evaluation is carried out to determine the level of work. In terms of opportunities, skills, talents and values related to career opportunities.

2. Setting Career Goals

Once a person assesses his or her strengths, weaknesses, talents, and talents and obtains knowledge about the direction of job opportunities, it can formulate career goals.

3. Make a Plan

The plan consists of various activities to achieve career goals.

4. Implement the plan

Executing plans usually requires a supportive organizational culture. This means that top management must invite all levels of management to help their subordinates advance their careers.

The concept of career planning and the factors that influence it are analyzed through a comprehensive set of empirical indicators. Self-assessment is carried out using six question items developed by Adiyas (2007). This indicator includes several important aspects, namely an in-depth understanding of individual strengths and weaknesses, concrete efforts to overcome existing shortcomings, clear knowledge of skills that have been mastered, identification of future interests and aspirations, as well as carrying out regular evaluations of one's strengths and weaknesses. This process aims to provide an accurate picture of a person's career readiness and development.

Career Planning Career planning is the process of setting long and short-term goals for one's career and planning the steps necessary to achieve those goals.

- a) Self-evaluation:

Employees first evaluate their personal strengths, weaknesses, interests, and values. This evaluation can be done through career assessment tests, feedback from your superiors, or personal reflection. Evaluation is carried out to determine the level of work in a particular program and identify the extent of efficiency in a program. Evaluation can also create new problems. If the solution taken does not work, it is best to go back to the previous step and try again.

- b) Goal Setting:

Employees set clear, specific, measurable, attainable, relevant, and time-bound (SMART) career goals based on self-assessment. This goal could be a promotion, a career change, or the development of new skills.

- c) Action Plan:

Create an action plan with specific steps to achieve your goals. This may include additional education, skills training, or new work experience.

## d) Monitoring and Adaptation:

Regularly evaluate progress against established goals and adjust plans as necessary. This makes it possible to adapt your plans to changing circumstances and personal desires.

**B. Employee Conflict Resolution Techniques****A. Internal Employee Conflict**

Internal conflict in an organization or company is a difference of opinion or tension that arises between individuals, groups, or between employees and management. This conflict can arise for various reasons and can have an impact on the work environment, performance and relationships in the workplace. The following is a more detailed explanation of the types and causes of internal conflict:

## a. Personal Conflict

Personal conflict is a type of conflict that occurs between one individual and another individual, where this conflict can occur if two individuals have differences in views or opinions and different goals that conflict with each other, which are things like that. can trigger 8 personal conflicts between them. where personal conflict can occur in friendship, family, society, or at work. However, personal conflict can also arise because of unexpressed feelings, such as envy, jealousy or anger towards other individuals, which can also trigger a personal conflict.

## b. Intragroup Conflict

Intragroup is a conflict that occurs between members of a group or group, such as conflict within a family, or within a work group, where intragroup conflict usually occurs because of differences that can occur between each member in a group or group. Intragroup conflict can also occur because there are several factors that can trigger this conflict, such as differences in goals and differences in thinking within the group, and not only that, poor communication within the group can also trigger intragroup conflict.

## c. Intergroup Conflict

Intergroup conflict is a conflict that occurs between people from different groups, such as conflict that occurs between two different groups or groups or between individuals who are members of these groups. These intergroup conflicts can produce unfavorable outcomes for either party. It is profitable for the company if many groups conflict with each other, if conflict occurs in several groups which can affect group activities or performance in a company, can even cause unpleasant business conditions, and can disrupt cooperation between groups, and can even stop work the same group to work together so that they are not effective in the workplace. Intergroup conflict can occur due to many factors, one of which is because there is intergroup conflict.

## d. Employee Performance Problems.

When an employee cannot meet the company's requirements or expectations, internal conflict can occur. Often called a performance issue. For example, if an employee misses' assignments too often or his work results are poor, it upsets his colleagues because they have to take on additional responsibilities, or causes management dissatisfaction and criticism. Tensions can arise if employees cannot meet these expectations. and dissatisfaction

among team members, which impacts the work environment and general productivity levels.

e. Leadership Style.

Sources of conflict in the workplace can come from differences in leadership styles, especially when a leader's leadership style does not match the team's expectations. For example, if a leader has a tendency to give harsh directions and make decisions alone without asking the team for their opinion, team members may feel unappreciated or disengaged. For team members who prefer to work collectively in a team, where their ideas are considered and involved in making decisions, this can lead to dissatisfaction or frustration. Fears like these can lead to a lack of cooperation, decreased morale, and ultimately, negatively impact overall team performance, so it is important for leaders to adapt their leadership style to the team's requirements and character to improve the work environment and increase productivity.

f. Management Issues

Problems in management are often the cause of conflict in the workplace, especially when employee roles and responsibilities are unclear. For example, if management does not provide firm instructions regarding who is responsible for a particular task, employees can become confused and blame each other when the task is not completed properly. Additionally, management decisions taken without involving employees or without adequate explanation can lead to distrust and dissatisfaction. Employees may feel ignored or feel that the decision is unfair, which can lead to tension and disrupt the work atmosphere. To prevent these conflicts, management needs to clearly define roles and responsibilities and make decisions transparently, involving employees when possible.

B. Resolution of Internal Employee Conflicts

Conflict always exists in a company. This conflict can be a personal problem that comes to the workplace or a problem that occurs at the company. Every conflict must have its own solution. The following are several internal employee conflict resolution techniques that can be taken:

a. Open or Transparent Communication

Open or transparent communication has a very important role in the company to maintain harmonious relationships between employees, as well as between employees and superiors. The success of a company is marked by the smoothness of its communication. Through communication, individuals can express their feelings and opinions. In this way, if there is a problem within the company, the problem can be resolved together or discussed directly with the superior, so that a solution can be found without causing conflict between employees or with superiors.

Apart from that, this open communication also includes discussions regarding company policies, changes to regulations, rules, ways of working, as well as challenges currently being faced by the company and hopes for the future. The ultimate goal is to advance the company. This communication not only applies to entrepreneurs, but also between employees and superiors. Good problem solving aims to create effective communication, which in turn will result in a successful company. A company cannot run well without healthy and effective communication, so it can be concluded that the key to a company's success lies in the quality of its communication.

b. Mediation

One method for resolving conflicts between employees is through mediation. Mediation involves a third party acting as a neutral and fair mediator. The function of the mediator is to listen to both parties equally so that the decisions taken are not biased. In mediation, the mediator must be someone who is trusted and impartial, with the aim of helping to resolve the conflict that occurs. For example, if there is a dispute between employees in a company that interferes with performance, mediation can be carried out by involving superiors or other employees who are willing to mediate voluntarily. This process aims to find a solution or mutual agreement that is acceptable to both parties.

c. Individual Counseling

Apart from mediation, conflicts can also be resolved through individual counseling. This counseling aims to listen to complaints from individuals experiencing conflict. The counseling process can be carried out with trusted people, close relatives, or directly with professionals such as psychologists or psychiatrists. Individual counseling is carried out voluntarily, without pressure from any party, because it is based on a personal desire to solve problems. This counseling aims to listen, provide motivation, and offer suggestions which are expected to calm and help individuals find solutions to the conflicts they face.

d. Training and Education.

In facing difficult situations, companies certainly need solutions to resolve the problems that arise. One way is through training and education. This training aims to provide employees with an understanding of effective conflict management. This kind of training can be aimed at employees who need to improve their performance or to new employees. The main objective of this training and education is to emphasize the importance of conflict management, because failure to manage conflict can have a negative impact on company performance, which in the end can cause operational delays and reduce company productivity.

C. Practical Example

At a technology company, a group of employees expressed their dissatisfaction with a new policy regarding flexible working hours, which they said did not take their personal needs into account.

Solution Technique:

1. Open Communication: Management held a town hall session, where all employees were given the opportunity to voice their opinions and concerns regarding the policy.
2. Mediation: Management shows empathy by actively listening to all input and concerns expressed by employees.
3. Policy Revision: Based on the input received, management then decided to make adjustments to the policy, so that it is more flexible and can accommodate employee needs.

By using these resolution techniques, employees feel heard and appreciated, which ultimately increases job satisfaction and reduces tension in the workplace. The new policy can be implemented well without causing further conflict.

**C. Integration of Career Planning and Employee Conflict Resolution**

A. The Relationship between Career Planning and Conflict Resolution

Career planning and conflict resolution are closely related in efforts to develop human resources in the company. Career planning is a structured step designed by individuals and companies to help employees develop their career paths. The aim of this planning is so that employees can develop according to

personal targets and at the same time meet the company's needs. With career planning, both employees and organizations can be more focused in planning their future work, so that everyone knows what steps must be taken to achieve these goals.

Meanwhile, conflict resolution is a process for identifying and resolving differences or disputes that may occur in the workplace. Conflict can arise from various factors, such as lack of clarity regarding employee roles, career development paths that are not transparent, or differences in perception between employees and management. This conflict can cause tension in the workplace, affect productivity, and damage relationships between employees.

When career planning and conflict resolution are combined in an organization, the impact can be very positive. By combining these two concepts, companies can create a more harmonious work environment, where employees feel supported in their career development, and potential conflicts can be handled effectively. This approach combines strategies designed to help employees achieve their career goals with conflict resolution techniques aimed at maintaining good working relationships between individuals on the team.

Integration between career planning and conflict resolution techniques means organizations adopt comprehensive methods. Not only does it focus on developing employees through clear career paths, but it also ensures that when differences of opinion or conflict arise, there is a system in place to resolve them in a fair and effective manner. For example, when employees know how they can develop within the organization and feel supported by management, they tend to be more open in communication, so conflict can be minimized.

The integration of career planning and conflict resolution in the workplace brings several positive outcomes for employees and organizations. Here are some results from this integration:

a. Increasing Employee Job Satisfaction

When clear career planning is combined with effective conflict resolution, employees will feel more satisfied with their jobs. They feel they have a clear direction in their career development and know that when conflicts arise, the organization has fair mechanisms to resolve them. This higher job satisfaction also has an impact on increasing employee motivation and commitment to the company.

b. Reducing Employee Turnover Rates

Employees who have a clear career path and feel that conflicts can be resolved well are more likely to stay at the company. Organizations that pay attention to employee career development and resolve conflicts well create a more stable work environment, which reduces employees' desire to change jobs. This helps companies in reducing costs associated with recruiting and training new employees.

c. Increase Work Productivity

With structured career planning and appropriate conflict resolution techniques, employees can work more focused and efficiently. Well-managed conflicts will not disrupt workflow, so productivity is not compromised. Employees also feel safer and more comfortable in the work environment, which allows them to deliver their best performance.

d. Improving Relations Between Employees

Effective conflict resolution, when combined with good career planning, can strengthen relationships between employees. When employees feel

there is transparency in their career path and they can resolve differences with colleagues or superiors constructively, work relationships become more harmonious. Teamwork also increases, because all parties feel valued and treated fairly.

e. **Creating a Conducive Work Environment**

Integration between career planning and conflict resolution contributes to creating a more positive work environment. This conducive environment is important for increasing creativity, innovation and collaboration in the workplace. With a more comfortable work atmosphere, employees feel supported and adapt more easily to change.

Thus, structured career planning and effective conflict resolution mutually support each other in creating a healthy and productive work environment. Organizations that pay attention to both of these aspects tend to have more satisfied and motivated employees, so they can achieve their career goals while supporting the company's success.

**B. Integrative Strategies for Combining Career Planning and Conflict Resolution Techniques**

Career planning and conflict resolution are two very important elements in creating a positive and productive work atmosphere. When these two aspects run well, employees can work more comfortably and efficiently. Career planning helps individuals plan the steps they need to take to achieve their career goals, while conflict resolution techniques provide tools and strategies for dealing with differences of opinion and tension that may arise in the workplace.

Combining career planning with conflict resolution is a useful approach. With a clear career plan, employees can focus more on developing their skills and achieving their goals. At the same time, the ability to resolve conflicts effectively is necessary to maintain good relations between colleagues. When employees can resolve conflict without creating tension, they are better able to collaborate and achieve better results in their work.

In addition, integration between career planning and conflict resolution also helps create a supportive work culture. In an environment where employees feel valued and heard, they tend to be more motivated to develop and contribute. On the other hand, if conflict is not handled well, it can disrupt focus and productivity, and hinder individual career progress. Therefore, it is important for organizations to provide the necessary training and resources so that employees can develop both of these skills simultaneously.

Thus, effective career planning, combined with good conflict resolution techniques, will create a more harmonious and productive work environment. Employees will not only feel more confident in pursuing their careers, but will also be able to contribute to achieving organizational goals in a more collaborative and positive way.

Here are several ways you can combine the two:

a. **Involving Management in Career Planning and Conflict Resolution**

Management must play an active role in helping employees develop their careers and at the same time resolve conflicts that arise. With guidance and support from management, employees can more easily find solutions to problems faced in the workplace, as well as obtain clear direction in career development. Management can also act as a mediator when conflict occurs, so



that the conflict does not drag on and employees remain focused on achieving their career goals.

b. Hold Conflict Management Training

One effective way to integrate career planning with conflict resolution is through training. Conflict management training not only helps employees understand how to resolve disputes, but is also an important part of developing their interpersonal skills, which supports their careers. By mastering conflict management skills, employees can manage work dynamics better, which ultimately has an impact on improving performance and career growth.

c. Implement Open and Transparent Communication

Good communication is essential in career planning and conflict resolution. Employees should know what is expected of them in terms of career development, as well as how to resolve problems that arise at work. Organizations need to create a culture of open communication, where employees feel comfortable talking about their problems and discussing their career aspirations. In this way, conflicts can be resolved more quickly, and employee career development can run smoothly.

d. Using an Evaluation System

Evaluation of employee performance should reflect their contribution both in achieving career goals and in their ability to resolve conflicts. With fair and transparent evaluations, employees will feel that they are valued not only for their technical achievements but also for their ability to maintain harmony in the workplace. This evaluation system helps employees see which aspects need to be improved and gives them motivation to continue developing themselves.

e. Building Collaboration and Cooperation Between Employees

Integration between career planning and conflict resolution can also be supported through efforts to encourage teamwork. Employees who are used to working together and collaborating in teams tend to find it easier to resolve conflicts that arise. Good collaboration also strengthens relationships between employees and creates a more supportive environment, so they can focus on developing their careers without being distracted by conflict issues.

With this integrative strategy, companies can not only support employee career development, but also ensure that any conflicts can be resolved well. The result is a more harmonious, productive and motivating work environment, which will ultimately benefit employees and the company as a whole.

#### 4. CONCLUSION

Implementing career planning combined with appropriate conflict resolution techniques is an important step in creating a productive and conducive work environment. Employees who are able to plan their future careers and resolve workplace conflicts effectively will become valuable assets for the organization. Integration between career planning and conflict resolution not only supports individual development, but also contributes to overall organizational success. A harmonious and productive work environment will improve teamwork, reduce the potential for tension and enable sustainable individual and organizational growth. Thus, the importance of conflict management and career planning must be prioritized in human resource development strategies.

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