

## CONFLICT RESOLUTION IN FAMILY: JESUS MODEL

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### Abstract

*Conflict is something that is integral to humanity. Everybody are facing conflict. Conflict is defined as a social interaction when two or more person or group have a similar desire which is short in supply. There are several types of conflict. Those types can be include in intra-personal, interpersonal, intra group, and intergroup conflict. There are five level of conflict. First, when two person have different perspective, but understand other position and do not have feeling of discomfort. Second is misunderstanding, it is when two person have uncommon understanding about certain situation. Third is when two person see a situation differently and each party feel discomfort at the other. Forth is discord, at this level conflict has reached level where relationship between parties has damaged. And the last is polarization, there is severe negative emotions and behavior with no hope for reconciliation among parties.*

**Keywords:** *Conflict Resolution, Family.*

## INTRODUCTION

### Background

In a family, there are different roles and tasks. One among the things that may indicate the difference is gender role that culture has determined. According to American Academy Pediatrics (AAP) within families, roles, power, or authority is decided by each family member<sup>1</sup>. In general, in most family children are submit to the authority of their parents. Parents play leadership role and children as their followers. Even though this children's role would gradually down as they grow older.

In a patriarchal society, between fathers and mothers, fathers hold the authority. Mothers serve as the caretakers. Fathers are expected to make the final decision in the family. Fathers are working mostly outside house while mothers do daily activities inside the house. The responsibility for making money is rest upon fathers and mothers should utilize the money for the whole family needs.

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<sup>1</sup> American Academy Pediatrics (2014). *Roles within the Family*.  
<http://www.healthychildren.org/English/family-life/family-dynamics/Pages/Roles-Within-the-Family.aspx>

In his article, *The Role of the Family*, Drew Anderson concluded that the work for determining family role in this recent date is more difficult.<sup>2</sup> However, he agrees with AAP that children need to look to their parents as their source of authority, especially as they set their life as examples. The oldest children in the family may take on the parental role of caring for their younger siblings. Or grandparents may acquire an important place within the family by assuming a central child-rearing role while parents work.

Among the family member there are different task that need to accomplish. Every family consists of different personalities or temperaments. Although they are in one of blood, but of each individual in the family has different nature. There are those who temperamental, other are easygoing, there are who choleric, and there are sanguine. All the different properties have the potential to bring disharmony in the family.

There are different religious backgrounds also. What is meant here is the only possible father and mother before marriage have a different religion. This religious belief or ideology affects home life. In the Christian church, even though having the same Bible but each denomination has a different interpretation. Different interpretation is also related to how family behaves in their household.

Other aspect that needs to be considered is the difference in area of education. In terms of education, there are two things that need to note. The first is the level of education between husband and wife. If one party has a higher education and the other one does not have the same education, this would be a source of problems. The second is different disciplines. Disciplines that occupied by each party will have an effect on the nature and behavior of the person. If it is associated with the household then this will also bring trouble.

The other elements is different family backgrounds. There are families who are very devout in religion, while there are families who do not obey. There are families who are very attentive to the social community activity. There are families that prioritizes education. There are families who have great respect for ancestors. There are families who are very materialistic. All this will greatly affect the new family when the father and mother raised from different families.

A family cannot avoid conflict. The logic is that each family is composed of individuals who have their own interests. It can be husband and wife is trying to achieve their interests in the family. If this effort cannot be hold problem will arise.

There are a lot of task that each family member should perform in a family. One of the main tasks is dealing with conflict. How they deal with conflict and how conflict manage in a family will help to determine the progress and the happiness in the family.

In terms of conflict, Christian family cannot be exempted. There are many examples of conflict between members. Sometimes the conflict occurs between husband and wife, among children, and between parents and children. No Christian family is free from conflict.

For many conflicts within the family has become a burden. Because it can lead to discord even, at certain level, can destroy a family. A lot of effort, finance and energy in family have spent for managing conflict. For some, however, conflict can be used to benefit family. Parents might utilize the differences among family members in order to provoke competition. The way conflict is dealt in family need knowledge.

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<sup>2</sup> Anderson, D. (2012). *The Role of the Family*, <http://www.payh.org/the-role-of-the-family/> retrieved 3.2. 15

There is a need for families in South Minahasa Conference of Seventh Day Adventist (SDA) to have strong biblical background on how to solve family problems. This situation effects the spiritual life of church members. In addition to this, the main mission of the church obstructed.

The purpose of this study is trying to rise up biblical knowledge of managing conflict to help reduce conflict within the Christian family. In addition to this this study could help church pastors to manage conflict better.

This paper will describe model of managing conflict found in the book of Matthew. This paper will not discuss other part of bible, even though the writer admit that there are principles related to this topic in those parts of the bible.

## THEORETICAL BACKGROUND

Conflict is something that is integral to humanity. Nobody is the same with others. There is no two different people bear the same character. Because of this difference conflict come into existence. Conflict is one among organizational phenomenon. This section will discuss theories of conflict. This will start discussing the definition of conflict.

### Definition of Conflict

There are some definition offered by scholar concerning conflict. It is said that in the work of defining the word has created confusion. It is because each want to express the meaning of the word based on their discipline of study<sup>3</sup>. There are some different meaning of conflict which are proposed by other scholar. Jeong wrote conflict is a social manifestation which is involving at least two actors who express hostility<sup>4</sup>. In the same ton Rahim gave a similar statement, he said “When two or more social entities... come in contact with one another in attaining their objectives, their relationships may become incompatible or inconsistent” (p. 1)<sup>5</sup>. Therefore a conflict can be summarized as a clash between two people who has a different opinion, most often those who has a mutual dislike.

Conflict is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scare resources, and interference from others in achieving their goals<sup>6</sup>. Furthermore, conflict deals with the emotional, verbal, written or physical expression of differences regarding wants, needs or expectations between two or more individuals. Conflict directly impacts behavior, decision-making, and the ability to complete assigned tasks.

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<sup>3</sup> Rahim, M. A. (2001), *Managing Conflict in Organization*, Westport, CT. Quorum Books.

<sup>4</sup> Jeong, H. W. (2010), *Conflict Management and Resolution: An introduction*, Oxon: UK, Routledge.

<sup>5</sup> Rahim, M. A. (2001), *Managing Conflict in Organization*, Westport, CT. Quorum Books.

<sup>6</sup> Runde, E. R. & Flanagan, T. A. (2008), *Building Conflict Competent Teams*, San Francisco, CA: John Wiley & Sons

There are people who perceives conflict as a process of social interaction involving a struggle over claims to resources, power and status, beliefs, and other preferences and desires. Gelfand defined conflict as a process that begins when one party perceives its interests, norms and values, or opinions and viewpoints being opposed, hurt, or countered by another party<sup>7</sup>.

Generally people see conflict with the images of opposition, fighting, adversaries, and other negative images. Yet, conflict can also be a very positive force, often bringing about critically needed adaptation in response to external changes. Just as with fire or even water, it is not conflict itself that is good or bad. The location, amount, and the degree to which it is controlled are much more significant factors. Beheshtifar & Zare (2013) said,

For many years, conflict management researchers tried to determine how conflict could be reduced, eliminated and resolved in organizations. The implicit assumption was that conflict was detrimental to the organization and that it would be beneficial to reduce or eliminate conflict. More recently, researchers have asked questions that may be more useful: when, and under what circumstances, is conflict detrimental and when and under what circumstances does it benefit the organization? Thus, conflict is not assumed to be good or bad but rather it is recognized as a factor that can be both. The impetus then becomes attempting to manage conflict in a way that will ameliorate or eliminate its destructive effects while capitalizing on and enhancing its constructive effects. (p. 355)<sup>8</sup>

So after conflict can be defined as a process or the expression of feeling which is incompatible with other. Conflict can be help to bring advantage to organization but also can cause distraction. Through the next paragraphs, it will be discussed types of conflict.

### **Types of conflict**

This section will describing types of conflict. Those types are intra-personal, interpersonal, intra group, and intergroup conflict.

Intra-personal conflict occurs within an individual. The experience takes place in the person's mind. Hence, it is a type of conflict that is psychological involving the individual's thoughts, values, principles and emotions<sup>9</sup>. Interpersonal conflict may come in different scales, from the simpler ordinary ones like deciding whether or not to go for lunch to ones that can affect major decisions such as choosing a career path. Furthermore, this type of conflict can be quite difficult to handle if people find it hard to change personality.

Interpersonal conflict refers to a conflict between two individuals. This occurs typically due to how people are different from one another. People have varied personalities which usually results to incompatible choices and opinions. Apparently, it is a natural occurrence which can eventually help in personal growth or developing one's relationships with others.

<sup>7</sup> Gelfan, M. J., Robert D. Pritchard (ed.) (2008). *The Psychology of Conflict and Conflict Management in Organizations*, New York: NY: Taylor & Francis.

<sup>8</sup> Bheshtifar, M. & Zare, E. (2013). *Interpersonal Conflict: A Substantial Factor to Organizational Failure* *International Journal of Academic Research in Business and Social Sciences* May 2013, Vol. 3, No. 5 p. 354-361

<sup>9</sup> Bheshtifar, M. & Zare, E. (2013). *Interpersonal Conflict: A Substantial Factor to Organizational Failure* *International Journal of Academic Research in Business and Social Sciences* May 2013, Vol. 3, No. 5 p. 354-361

Intragroup conflict is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict. It arises from interpersonal disagreements in views and ideas. Within a team, conflict can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team. However, if the degree of conflict disrupts harmony among the members, then some serious guidance from a different party will be needed for it to be settled.

Intergroup conflict takes place when a misunderstanding arises among different teams within an organization. There are other factors which fuel this type of conflict. One of the factors may include a rivalry in resources or the boundaries set by a group to others which establishes their own identity as a team.

Runde and Flanagan gave more simple types of conflict. They divide the conflict into two. First is conflict which is focus on personality. "This conflict has been called by various names: affective conflict, personality conflict, and relationship conflict." (p.23)<sup>10</sup>. concerning the development of the conflict they observed that it can easily start and escalate quickly. Second is cognitive conflict or task conflict. This conflict more focus on basic task of a team.

### Types of Marital Conflicts

**According to Dildar, S., Sitwat, A., and Yasin, S. (2013)** There are different types of marital conflicts faced by dissatisfied married couples i.e. aggressive husband (80%), lack of cooperation (60%), lack of spending time together (60%), in-laws issues (60%), children issues (20%), communication (40%) and financial problems (40%).

**Aggressive and Uncooperative Husband:** Although dominance is more ascribed to men in almost all cultures, but men sometimes use it inappropriately. Sometimes they consciously or unconsciously try to influence their wives in such a way that their relationships are deteriorated. Most of the husbands (80%) use threats, hit things when in anger, and blame their wives (p. 1435) Husbands (60%) also do not cooperate with their wives because they think that they are always right. Lack of spending time together: Dissatisfied wives (60%) complained about their husbands' being busy or absent from home when they need them most.

**Conflict with In-Laws:** Dissatisfied wives (60%) reported conflict with In-Laws. It indicates that a girl has to face the major issue of adjustment in a different family where she is not easily accepted or she herself feels maladjusted. In the end, the sole source of catharsis seen by wives is their husbands who also suggest them to ignore this conflict so to avoid escalation.

**Financial Problems:** Dissatisfied married couples (40%) face financial problems because they have more economic responsibilities in a joint family.

**Children's Issues:** Very few dissatisfied married couples (20%) faced the issue of children because majority of He does the dissatisfied married couples did not have children.

**Decrease in Effective Communication:** Few wives (20%). reported decrease in effective communication that their husbands do not talk to her and he is busy in his business:

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<sup>10</sup> Runde, E. R. & Flanagan, T. A. (2008), *Building Conflict Competent Teams*, San Francisco, CA: John Wiley & Sons

### Sources of Conflict

Concerning the source of conflict there are difference approaches among scholars. They are applying difference terminologies in their method of defining the source of conflict. Paragraphs below will discuss some of them.

#### Blaine Donais

*Interpersonal.* In his blog Donais<sup>11</sup> starts argue his idea concerning this topic with interpersonal conflict. According to him it is a kind or form which conflict mostly happen. This kind of conflict is politics, gossip, and rumors that happen in workplaces. These can be triggered by cultural, gender, stresses from home, and differences in ideas about personal success.

*Organizational.* Beside interpersonal conflict, there are organizational sources of conflict. This is in relation to some organizational aspects. For example, hierarchy in the organization. There is senior and junior employee in a factory and this will end up with vary of paying. The several difference of paying is not depend on senior-junior status only but also because of different workload and benefits. In summar, difference responsibility will weigh for different salary this also creates conflict.

*Change.* According to scholars, one thing that can cause conflict is related to change management. According to prosci.com<sup>12</sup> a website which deal with change management. The meaning of change management is change which emphasizes the “people side” of change and targets leadership within all levels of an organization including executives, senior leaders, middle managers and line supervisors.

Another change is technological change. It cannot be avoid the usage of technology in workplace. Many kinds of work which is done manually in the past nowadays it is done by machine. This situation can create conflict. Those who are expert in manual labor will feel uncomfortable to those newly worker with capability work with technology. This change of technology can create conflict.

The third change that cause conflict is constant reorganization. An organization needs to run evaluation oh how it is operate. If there is regular change in organization happen this create conflict.

#### Afzalur Rahim

M. Afzalur Rahim<sup>13</sup> list some other sources of conflict. In his book *Managing Conflict in Organization*, lists 10 sources of conflict. The following are the description taken from that works, some has modified however mostly are quoted as it is.

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<sup>11</sup> Donais, B (2006) <http://www.mediate.com/articles/donaisB2.cfm> Retrieved, 5 September 2014.

<sup>12</sup> <http://www.prosci.com/change-management/definition/> Retrieved September 9<sup>th</sup> 2014.

<sup>13</sup> Rahim, M. A. (2001), *Managing Conflict in Organization*, Westport, CT. Quorum Books.

*Affective Conflict.* Rahim<sup>14</sup> said that this conflict happen when two parties in an organization involved feeling and emotions to the issue of conflict. Even though the party finally understand that this feeling is not compatible with the issue.

*Substantive Conflict.* This conflict is about substantial thing in an organization that is relating to job description. Rahim quote (Jehn, 1997) says “disagreement among group members’ ideas and opinions about the task being performed, such as disagreement regarding an organization’s current strategic position or determining the correct data to include in a report.” (p.21)<sup>15</sup>

*Conflict of Interest.* This conflict happen when two parties in an organization have the same interest or preference in a scarce resource within them. In relation to the conflict of interest, Runde and Flanagan gave another perspective. If Rahim<sup>16</sup> saw the similar interest, however, at the opposite Runde and Flanagan sees the difference of interest<sup>17</sup>. They describe example about some people in a group see team work as a stepping stone for a higher career while other see it as a way to bring success to team.

*Conflict of Values.* Conflict values happen when two groups in an organization have different view or perspective concerning certain issues. In other word this conflict known as ideological conflict.

*Goal Conflict.* This conflict is related to a desired result of two groups which is not consistent. Each group believe that only their way of doing a job is fit to implement in their own division of work, while other party is not.

*Realistic versus Nonrealistic Conflict.* Realistic conflict refers to rational or goal oriented disagreement. This happen when representatives of conflicting groups have end to be gained for example prestige, which is nothing to do with the ends in dispute group. Rahimgave an example to explain this by saying “this situation in which union leaders precipitated a conflict with management in order to strengthen their hold over the union membership.” (p.22)<sup>18</sup>

*Institutionalized versus Non-institutionalized Conflict.* Institutionalized conflict is situations in which actors follow explicit rules, and display predictable behavior, and their relationship has continuity, as in the case of line management negotiations. Most racial conflict is non-institutionalized where these three conditions are nonexistent.

*Retributive Conflict.* This conflict is characterized by a situation where the conflicting entities feel the need for a drawn-out conflict to punish the opponent. In other words, each party determines its gains, in part, by incurring costs to the other party.

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<sup>14</sup> Rahim, M. A. (2001), *Managing Conflict in Organization*, Westport, CT. Quorum Books.

<sup>15</sup> Rahim, M. A. (2001), *Managing Conflict in Organization*, Westport, CT. Quorum Books.

<sup>16</sup> Rahim, M. A. (2001), *Managing Conflict in Organization*, Westport, CT. Quorum Books.

<sup>17</sup> Runde, E. R. & Flanagan, T. A. (2008), *Building Conflict Competent Teams*, San Francisco, CA: John Wiley & Sons

<sup>18</sup> Rahim, M. A. (2001), *Managing Conflict in Organization*, Westport, CT. Quorum Books

*Misattributed Conflict.* This relates to the incorrect assignment of causes (behaviors, parties, or issues) to conflict. For example, an employee may wrongly attribute to his or her supervisor a cut in the employee's department budget, which may have been done by higher-level managers over the protest of the supervisor.

*Displaced Conflict.* This type of conflict occurs when the conflicting parties either direct their frustrations or hostilities to social entities who are not involved. (p. 21-23)<sup>19</sup>

Through the discussion which is presented in this section, it can be summarize that conflict threshold in an organization is come from various sources. Despite of differences terminologies used by experts, in fact, it can be simplified in some general terms. Those terms are personal, organizational and external sources.

### **Level of conflict**

This section will discuss the level of conflict. Intensity of conflict starts at the lowest level. However, most people does not realize the intensity. When conflict start to manage just at the high level it is too late. It is important to handle conflict since it's begin. One way that can be done is to recognize the level of conflict.

This section will discuss level of conflict which based on Craig E. Runde and Tim A. Flanagan<sup>20</sup> book. They suggested five intensity level of conflict. Those are:

#### **Level One: Differences**

This level of conflict occur when two person have different perspective about one specific issue but understand each other position and do not have any feeling of discomfort about the difference. Runde & Flanagan said "A conflict at this level of intensity seldom escalates into anything damaging. (p.68)<sup>21</sup>" Even though this conflict is not seen as conflict, however, it can become a starting point to upper level.

#### **Level Two: Misunderstandings**

At this level, conflict happens when two person do not have common understanding about situations. Someone's understanding about the situation is difference with the other. When this conflict is realized then the party involved make sure what other party idea about the situation then make clear what is happening then make a resolution.

#### **Level Three: Disagreements**

Runde and Flanagan defines level of conflict as: When two people see a situation differently, and regardless of how well they understand the other's position and interests, feel

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<sup>19</sup> Rahim, M. A. (2001), *Managing Conflict in Organization*, Westport, CT. Quorum Books

<sup>20</sup> Runde, E. R. & Flanagan, T. A. (2008), *Building Conflict Competent Teams*, San Francisco, CA: John Wiley & Sons

<sup>21</sup> Runde, E. R. & Flanagan, T. A. (2008), *Building Conflict Competent Teams*, San Francisco, CA: John Wiley & Sons



discomfort that the other party disagrees. The key factor in a disagreement, as related to the intensity scale, is the degree of discomfort that one or both parties experience. Disagreements are not inherently negative. They may actually be necessary for discovering the underlying differences that can be crucial to new ideas, change, solutions to problems, and creativity (p.73)<sup>22</sup>.

#### **Level Four: Discord**

Conflict which reach up to this level damage the relationship of party involved. They feel discomfort for each other. It is not only because they discomfort at the conflict issue but it goes up to their relationship. Runde and Flanagan said “The relationship suffers because of the intensity of the conflict. Our definition of discord is situations where the conflict causes difficulties in the relationship of the people involved even when they are not dealing with the original conflict.” (p.79)<sup>23</sup>

The obvious sign people has reached this level of conflict is when they are start to avoid, criticize, blocking, or even sabotaging other. At this level management should address effectively otherwise more serious to relationship will outburst.

#### **Level Five: Polarization**

**At this point conflict has reached its peak.** Runde and Flanagan defined this conflict “characterized by severe negative emotions and behavior with little or no hope for reconciliation (p.80)<sup>24</sup>.” In their discussion they continue to say the characteristic of this conflict. There two common themes seem to be present. First is each party is not able even willing to understand other perspective. The different is severe that they are easily accuse the other. Second is one party is active to attract other to be part of their position against other.

#### **Summary**

It is important for leaders to identify the intensity level of conflict. When leader find conflict at the lower level the easier they will find solution. Leader can find what fit approach to solve the conflict is.

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<sup>22</sup> Runde, E. R. & Flanagan, T. A. (2008), *Building Conflict Competent Teams*, San Francisco, CA: John Wiley & Sons

<sup>23</sup> Runde, E. R. & Flanagan, T. A. (2008), *Building Conflict Competent Teams*, San Francisco, CA: John Wiley & Sons

<sup>24</sup> Runde, E. R. & Flanagan, T. A. (2008), *Building Conflict Competent Teams*, San Francisco, CA: John Wiley & Sons

### Approaches of conflict

This section will describe approaches that some scholars suggest on how to deal with conflict. Kinander lists five ways: competition, accommodation, sharing, collaboration and avoidance. Next are brief summary of the theory<sup>25</sup>.

Competition – in this approach one party win while other lose. Scholar expressed this as I win you lose method. Accommodation – in this kind of approach one party acknowledge as lose at the same time other party win. It is I lose you win method. Next is sharing. In this approach both party are willing to sit together and as the result of the meeting both party are win even though both are not fully satisfied. Next is Collaboration. This approach brings satisfaction to both party. And the last is Avoidance. This approach both party withdraw from the other. Each party seek their own way. (p.6)<sup>26</sup>

Furthermore, Dildar, Sitwat, and Yasin suggest similar way of resolving conflict as follows<sup>27</sup>.

**Competitive Style:** It refers to a partner's effort to resolve the problem of differing spousal needs based on one's own terms without regard for the spouse. This competitive style is characterized by behaviors such as aggression, coercion, manipulation, intimidation, and arguing. Here DSMC also uses competitive style but here husband (100%) is active in use of this style. Husbands are dominant, (100%) aggressive, (100%) blaming wives (60%) using threats (60%) and assert (100%) their own opinion. They (100%) coerce or force their wives to do what they demand. Husbands (60%) raise issues in an insulting manner.

**Accommodating Style:** It refers to non-assertive style where spouse disregards one's own needs and accedes to the partner's desires. It is nonassertive of one's own needs. Accommodating style is used by the D.S.M.C here both spouse are not obeying order of each other's (60%)

**Collaborating Style:** It refers to the mutual concern for one another in the marriage. This style emphasizes the importance of both the marital relationship and partners' goals. Dissatisfied married couples did not use collaborating style to handle their marital conflicts. Here both spouses are not involved in discussion of conflicts with each other (100%).

**Compromising Style:** It refers to give up something and the compromiser himself or herself also expects to relinquish something. Both spouses (100%) never compromise with each other. Both never try to reconcile differences (100%). Both (100%) did not try to find a middle ground to resolve a conflict and both spouses have non-cooperative behavior (100%).

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<sup>25</sup> Kinnander, M. (2011), *Conflict Management: How to Manage Functional Conflicts within Project Teams*, Gothenburg Sweden. Chalmer University of technology p.4

<sup>26</sup> Kinnander, M. (2011), *Conflict Management: How to Manage Functional Conflicts within Project Teams*, Gothenburg Sweden. Chalmer University of technology p.4

<sup>27</sup> Saadia Dildar, Aisha Sitwat, and Sumaira Yasin (2013). Intimate Enemies: Marital Conflicts and Conflict Resolution Styles in Dissatisfied Married Couples. *Middle-East Journal of Scientific Research* 15 (10). Idosi Publication. DOI 10.5829/idosii.mejsr.2013.15.10.11581. p. 1433-1439

Even though Kinnander entitled this section as conflict approach, however it is more like summary of conflict varieties. Next are a more detail explanation about methods of conflict resolving.

National Academy of Agricultural Research Management (NAARM) described in more details and comprehensively about approaches that can be apply in dealing with conflict.<sup>28</sup> It also describe strengths and weaknesses of each approach. Next are summary of it:

### **Avoidance**

According to NAARM this approach is designated by nonexistence of action, including withdrawal and suppression to other party. This way of approach is good to give chance for the management to analyze the problem. Also to give the parties to cool down from their emotions. This approach can be applied in unimportant issue, which can be dealt sometime in the future. However, this approach have its weakness. This cannot resolve the problem. The problem still remain and have its possibility to erupt later.

**Avoiding Style:** It refers to deal with conflict in such a way as to deny the conflict, changing the topic, avoiding one's own role in conflict and using jokes etc. Both spouses (80%) are actively avoiding their marital conflicts and they did not give importance to each other and conflicts. They ignore their family and personal issues. Almost all the D.S.M.C. reported that the spouses (100%) at the same time are actively involved in avoiding behaviors like changing the topic of conflict, denying, ignoring the other spouse.

### **Authoritative command**

This approach mostly exercise by management. Leaders of an organization forces solution to the parties. This way is good as long as the parties in conflict realize the authority of the higher level of leadership. Like avoidance, this approach is good for taking a quick decision for a simple act of deed. When the issue is not so much dealt with the policy. However, this approach does not promise the way out of conflict. It is only effective for short time. If the problem remain unresolved then the problem will reappear in the future.

### **Smoothing**

This approach is focusing on how to reduce the differences perspective among the parties while at the same time lift up common ideas and ask for cooperative effort. The strength of this approach is acknowledging the possibility of commonality in every conflict. However when this method is applied, the main issue in the conflict is not touched. The problem still remain.

### **Using Representatives**

This method of solving conflict is using representative rather than letting the conflicting party deal directly with the opponent. In this way both representatives can see the problem well and can represent group view better. In addition, anxiety of the group can be overcome.

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<sup>28</sup> Naarm (2014). [http://www.naarm.ernet.in/virtual/conflict\\_management1.htm](http://www.naarm.ernet.in/virtual/conflict_management1.htm), retrieved, 13 July 2014

However, the representative will not totally free to handle the conflict. Also there will be chance for them to be influenced by personal interest.

### **Negotiation**

The method is emphasizing both parties to come together and negotiate what stand that both side can take concerning the problem. At this level both are more focus on the issue and not on their relationship, even though it is affected. This approach strength is that both parties seems to be win. It is effective if there are agreement that both group accept.

### **Confrontation**

This approach is the opposite of representative method. Here both parties come to confront directly. They meet to “seek mutual problem definition, assessment of the problem, and the solution.” They can openly express their feeling and directly share the information they had.

This method is good when the conflict is about doubts, misunderstanding, or misperceptions. However scholar sees this method is time consuming.

### **Summary**

It can be summarized that there are different approach that can be applied to solve conflict. It is important to know the essence, context, personality of the party involved.

### **Jesus model of managing conflict**

This section will start describing the kinds of conflicts faced by Jesus then it will discuss some ideas about conflict resolution afterward. When discussing kinds of conflict, some biblical passages will be intentionally selected. Mostly, those passages will be in the book of Matthew.

This will follow the chapter order in the book, then it will arranged according to the author flow of thought when it comes to principles of managing conflict.

### **Spirit of Humility**

#### **Matthew 18:1-5**

In this special event Jesus teaches humility to his disciples. This idea is reflected in the words of Jesus “Whoever then humbles himself as this child, he is the greatest in the kingdom of heaven.”(Mat 18:4 NAS). In the life of the disciples, they should have this nature.

Apostles have their desire to be one in the kingdom of Christ. This is one of their great desire among them. The problem is they need to have a quality that is matched with the kingdom of Jesus. If they fail to have this quality then they will not have the chance. Their desire is not supported by their trait. They have their own concept of the kingdom’s greatness. However, their concept of the greatness of the kingdom was not supported by their character. The character is

humility. They feel superior to the other friend. This is not the character that fit to the kingdom of Christ. Jesus taught that what is considered great in His kingdom is the one who is humble.<sup>29</sup>

Humility is seeing oneself of no more important than anyone else. Spiritually, Humility means recognizing personal unworthiness and inability to do anything at all to become worthy before God and earn salvation wholly. Humility depends entirely on God's mercy for Forgiveness and salvation. It looks to Jesus Christ as the Savior, who offered up himself as the perfect sacrifice for all sins. Humility is not about self-esteem; it is about Christ-esteem.

Before Jesus ascended to heaven, He left the principle of humility to his disciples. The incident was written by John the gospel in chapter 13. There are several principles of humility that Jesus wants to instill in Christian life.

The kingdom of heaven is a kingdom of peace that there is no conflict. Humility is the nature which can help to get rid of conflict. So one way to solve problems that occur in a family is humility.

### **Spirit to Redeem**

#### **Matthew 18:15-17**

One passage of the bible that used by scholars to deal with conflict resolving is Matthew 18:15-17. This bible section summarizes the steps that need to be followed by the disciples of Jesus when they are in conflict. Although the actual story is about a man who is commit sin which is not related to another. However, this verse has been used to be a method of resolving conflicts among church members. In addition, these verse also may become a principle of family conflict resolving.

If one church member commits a deliberate sin and has no effort to change his or her behavior, other fellow Christian should put effort to convert. Nichol (1978) said "The "brother" who "errs" is evidently the same as the "one sheep" that "went astray", they need to be found. They need our help in order to be saved.

Albert & Albert<sup>30</sup> commented that even if the sin does not affect directly to a person, however, if he or she know about it, God requires a personal effort to discuss and settle the sin. Nichol (1978) said "The talent of influence is a sacred trust, one for which we will inevitably be called upon to give account in the Day of Judgment." So it is a must for a Christian to take care of other friends who fall into sin. It can be a blessing for them.

If this step successfully works, the fellow friend who commits sin won, then the effort ceases. However, if this step fails, then a Christian does not suppose stop. In the case that the friend does not admit his wrongdoing or change his course of action, and make right, as far as possible, the wrongs of the past. Next step should be performed.

The next step is that take one or two others accompany to help. In this case, credibility is important. These accompany friends should be chosen carefully. They should be mature Christian and have no problem with the erring brother. The reason is their presence will help to

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<sup>29</sup> Albrecht, G. J., & Albrecht, M. J. (1996). *Matthew*. The People's Bible (260). Milwaukee, Wis.: Northwestern Pub. House.

<sup>30</sup> Albrecht, G. J., & Albrecht, M. J. (1996). *Matthew*. The People's Bible (260). Milwaukee, Wis.: Northwestern Pub. House.

save the erring brother. The main purpose, that is to win the friend, will not be reached or at least difficult to reached.

Next thing that should be done is bring this matter to the church. It has been understood that this church is Christian congregation where the erring brother and those who is in the process to win him or her belongs to. This action is intended to impress the brother that he is important to the church however his sin need to be *cleaned* (Albrecht & Albrecht, 1996).

### **Spirit to Avoid**

#### **Matthew 2:13-15; 19-23.**

At the time right after the birth of Jesus, he had face conflict. When the Magi come to find the place of his birth, they were asking the place up to the king Herod. News that they brought up to the king drove him a desire to know where or who the newborn king is. However, he also sought to kill Him. This shows the conflict that Jesus faced even though He still an infant.

Immediately after these wise men see Jesus, the angel of the Lord told them to take another way home. And at the same time the angel told Joseph to go away to Egypt "Because Herod will seek the young child to destroy him (vs. 14)." When the angel warns that Herod is about to search for the child, to destroy him, the language used conveys the sense of an imminent danger. Wasting no time, therefore, Joseph and his family leave town by night and head for Egypt.

This biblical passage provides implications that the conflict is inevitable for man. Humanly speaking, it is started at infancy. The way of the angel told Joseph to take Jesus to Egypt is a portrait of one way of handling conflict. The way which is shown here is avoidance. Because the Bible further states that after the death of Herod the angel told Joseph and his family back to Israel and they settled in Nazareth.

Gardner<sup>31</sup> gave his view about this by saying that Christian sometimes need to flee from hostile powers. And he asserts that while doing this God has His deliverer who is run with Christian in their way looking for place of refuge. He also stressed about in Christian place of comfortable is subject to disruption at any moment. These ideas gave some principles that Christian's life is always in thread of conflict and then while in conflict Christian may flee.

### **Spirit of Silence**

#### **Matthew 27:13-14**

The following is the attitude of Jesus while he was before Pilate. After Jesus decided by the council to be killed. He was brought to Pilate. Judged before Pilate, Jesus faced conflict. When He was asked some questions the Bible explained that:

And when he was accused of the chief priests and elders, he answered nothing. Then said Pilate unto him, Hearest thou not how many things they witness against thee? And he

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<sup>31</sup> Gardner, R. B. (1991). *Matthew*. Believers church Bible commentary (53). Scottdale, Pa.: Herald Press.

answered him to never a word; insomuch that the governor marvelled greatly.

(Mat 27:13-14 KJV)

Here Jesus showed another way to deal with conflict. Jesus didn't say anything. When he was asked by Pilate he answered nothing. When Christian get involved in a conflict, silent is one way to deal with it.

### **Spirit to Keep Stay on God's Word**

#### **Matthew 4:1-11:**

This biblical account is about the temptation of Jesus that Jesus faced at the wilderness. It was said that "Jesus was led up of the spirit into the wilderness to be tempted of the devil (4:1)." It was recorded in the previous chapter that Jesus was just baptized (Mat 3:13-17), and proclaimed by God the Father as His Son. Then, after fasting forty days and nights, Jesus was went into the wilderness to be tempted.

In the wilderness, Jesus faced His conflict with Satan. It cannot be sanctioned that Jesus is God. He is not a sinner and even never sin. However He is open to temptation and can be sin. In this condition, when He faced temptation, Jesus is fully spiritual. It is generally believed that, when a person is just baptized, fasting, and even led by the Holy Spirit, that person is spiritual. So as human, Jesus is spiritual. However, even though He is full with spirit, He is faced with conflict.

This fact gives implications that there is no place where a person is free from conflict. It is assumed that conflict is the fruit of sin. It became part of humanity when they fall into sin. And only those who are in sin will face conflict. On the other side, those who are living in accordance with God will not face a conflict. But, Jesus temptation shows that even a faithful person will face conflict.

Conflict that was faced by Jesus at the first temptation related to the love of God and the will of God. Wiersbe, W. W.<sup>32</sup> expanded the question of Satan by saying if Jesus is the Son of God why does he get hungry. And if The Father is love how is He bring Jesus into terrible wilderness. And Satan continue to ask Jesus to exercise His divine power to meet His own need.

Jesus refused to do this proposal because He does not want to use power for personal need. Albrecht, G. J., & Albrecht, M. J.

But there was a reason for Jesus to turn down this suggestion. He was tempted to use his divine power to relieve his physical hunger and not to rely on the Father, who had already miraculously sustained him for 40 days. During his entire ministry, Jesus never once used his divine power for his personal benefit (p. 49).<sup>33</sup>

There are, at least, two implication that Jesus shows here in relation to how to deal with conflict. First is people need to put spiritual need first than physical or other needs. When Jesus said that man shall not live by bread alone, but by every word of God, it means that feeding on the Words of God is more important than physical food (Wiersbe, W. W. (1996, c1989). Second

<sup>32</sup> Wiersbe, W. W. (1996, c1989). *The Bible exposition commentary*. "An exposition of the New Testament comprising the entire 'BE' series"--Jkt. (Mt 4:1). Wheaton, Ill.: Victor Books.

<sup>33</sup> Albrecht, G. J., & Albrecht, M. J. (1996). *Matthew*. The People's Bible (260). Milwaukee, Wis.: Northwestern Pub. House.

is people need to avoid to allow circumstances dictate their action. In every situation a person need to follow God instruction. Jesus have the ability to turn the stone into bread, however, He was not. This action show that Jesus is dependent on God for whatever He does (John 5:30; 6:38).

### **Spirit to Compromise**

#### **Matthew 8:28-34**

This pericope is portraying Jesus' encounter with Satan in the country of the Gadarenes. There He met two men possessed with devils. Satan who possessed this two men asked Jesus to send them away to the herd of swine. Then Jesus granted.

In this short biblical account, Jesus shows, in a conflict sometime people need to allow what the opponent's want. When they ask something that is not harm the organization. Or when the petition is not contrary to the welfare of human life.

### **Summary**

There are several implication on conflict resolution that can be taken from this section. Those are first, people need to put spiritual need first than physical or other needs. Because in many cases personal or family conflict is begin with physical need. Second, people doesn't need to allow circumstances press their action. The thing that people need to do is to be follower of instruction. Third, bible is the main source of action, it should be taken according to its own context. Taking bible texts out of context is the work of Satan. Fourth, it is tempting God when people forcing Him to perform a miracle where there is a way in human capability to do the work. Fifth, God's glory is the greatest glory ever promised to humankind. Sixth, when involved in a conflict, when it is not contrary to the welfare of human life, Christian may granted the petition of opponent. Seventh, Jesus victory over the temptation of Satan guarantee Christian to overcome their conflict.

## **CONCLUSION**

### **Summary**

This section will summarize principles of conflict which has been discussed in this paper. Conflict is something that is integral to humanity. Everybody are facing conflict. Conflict is defined as when two or more person or group have a similar desire which is short in supply. Conflict can be an expressed feeling or a process of social interaction.

There are several types of conflict. Those types can be include in intra-personal, interpersonal, intra group, and intergroup conflict. These conflict come from many facet of sources. Scholars named those differently, however, those can be also included in interpersonal, organizational, change and external sources.

This paper lists five level of conflict. It starts with differences, where two person have different perspective, but understand other position and do not have feeling of discomfort. Next level is misunderstanding, it is when two person have uncommon understanding about certain situation. Third level is two person see a situation differently and each party feel discomfort at



the other. Forth is discord, at this level conflict has reached level where relationship between parties has damaged. And the last is polarization, there is severe negative emotions and behavior with no hope for reconciliation among parties.

There are at least five way of approaches discussed in this paper. Those are competition, accommodation, sharing, collaboration and avoidance. It is suggested that the way parents or husband and wives approach conflict is based on the understanding of the level of conflict.

In section of conflict outcomes this paper suggests that conflict bring two sides effect to both personal and organizational. It also accepted that conflict can bring either positive or negative impact.

### **Practical application**

This section will list principles that can be applied in Christian life. These principles are taken from the implication of how Jesus deals with conflict when He was on earth, as it is written in book of Matthew.

First. Christ wants Christian to save their fellow men. Put all effort to attract them to come closer to Christ. Second. Christian need to practice humility. Acknowledge other as superior than self. Third. Both personal and organizational need to exercise steps to help a sinner brother come back into right path of salvation. Fourth, there are time when Christian need to avoid conflict. This is when there is no enough resources or lack of knowledge. Fifth, in some circumstance, Christian need to silent when they are facing conflict. Sixth, Christian need to realize that even the faithful Christians are not free from conflict. Conflict is not affect sinful person but also the faithful one. Seventh, when a Christian caught up into conflict, he or she need to stick to it is written principle in order to have true way out. Eight, for Christian, when involve in a conflict, do not tempt God doing a miracle on something that they are able to do something according to scripture. Ninth, in a conflict Christian need to understand that the true basic need is keep on walking accordance to the will of God. Tenth, in conflict try to remain worship God and bring to Him all the Glory. Eleventh, in some cases, Christian need to confront conflict, sometimes with any direct strong words. Twelfth, Christian need to understand that conflict is started with personal emotion. They need to control personal feelings. Thirteenth, in conflict let love is basic that control emotion. Fourteenth, consider that even devote Christian may tempted to miss understand certain situation. Fifteenth, sometimes Christian do not need to answer conflict with words. In some cases, Christian should show true and good behavior or action to solve a conflict.

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