

## **ORGANIZATIONAL CONFLICT PRIVATE HIGHER EDUCATION (PTS) KOPERTIS REGION IX SULAWESI IN MAKASSAR**

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### **ABSTRACT**

Organizational conflict can occur in both business and public organizations including educational organizations as well as in private universities. Today, many private colleges in the Kopertis Region IX Sulawesi in Makassar conflict affected organizations in the implementation of governance PTS. Organizational conflict inherent in any organization because it basically is a union organization in a system that consists of many entities that need to be coordinated as modern organizational theory view that sees the organization as a system that interacts with its environment. The interaction between the organization and its environment is always colored by differences in many ways. As a system, an organization made up of people or groups of people who interact with each other internally and externally in the process of achieving organizational goals. Continuous interaction of people and groups within the organization with distinction in many cases causes the conflict is difficult to avoid. Conflict in the study of organization theory does not just happen but was born through a process. This study aimed to analyze the factors that cause conflicts in the College of Makassar. This study uses qualitative descriptive approach to the population is a private college in the Kopertis Region IX Sulawesi contained in Makassar. Sampling was done by using purposive sampling, data analysis technique in this research is the analysis of qualitative data, the analysis performed interactively and takes place continuously at every stage of research so thoroughly and its data until saturated through several stages that include: data collection (Data Collecting ), reduction (data reduction), Presentation of data (Data Display), inference (conclusion drawing / verification.) validating data is done by testing the credibility and triangulation data. The results showed that the factors that cause conflicts in the management of PTS Kopertis IX Sulawesi region in Makassar is a lack of confidence in the management of PTS, PTS very high dependence on the foundation organizers. Another factor is the motive, the main orientation of the underlying management of PTS is an advantage or profit. It carries implications for other factors that limited facilities and infrastructure and low rewards that ultimately result in conflict.

**Keywords:** Private Higher Education (PTS), Conflict, Conflict sources.

### **INTRODUCTION**

Organizational conflict can occur in any organization; business organizations, social and public organizations including educational organizations, especially private college. Conflict within an organization cannot be avoided, either conflicts between individuals and between groups within the organization. The conflict can be positive or negative impact that the conflict will affect the effectiveness of the organization. Conflict low- and moderate lead organizational effectiveness will be high and the conflict is functional, high conflict otherwise cause the effectiveness of the organization to be low and conflict is dysfunctional.

Private Higher Education (PTS) on Private Higher Education Coordinating (KOPERTIS) Region IX Sulawesi in Makassar many who are experiencing conflict in the management of the organization, there were as many as 94 (ninety four) PTS is problematic, according Fahmal (2014: 3) health a college (PTS); PTS indicated that it was not in a state of conflict, should be consistent to provide education in accordance with the standards, and implement internal quality assurance database established by the college. The conflict in the management of private universities can impact the effectiveness of the organization as well as the position of the organization is a private university higher education providers organization managed by the community.

Conflict in the administration and management of private universities triggered by several factors, among others, limited authority in decision making, their dependency and lack of trust, as well as remuneration FINALLY factors led to conflict managers and organizers in carrying out the role, duties and functions of each. It is therefore necessary to find solutions to conflicts faced to encourage the development of private universities towards academic atmosphere advanced, reliable and democratic universities in order to realize a healthy, dynamic and qualified according to the concept "Good University Governance".

The organizing body of private colleges in the Kopertis Region IX Sulawesi consists of three categories: higher education organized by the agency endowments, private colleges are organized by organizations, and private high perguruan held by private. Colleges that many organizations are experiencing conflict college held by private. M. Nuh (Media Indonesia: p.15) states that the emergence of conflicts in a number of private universities (PTS) occurs more frequently because of governance issues. this is due to the problem of transparency of financial governance, unclear governance or management roles and responsibilities, and a shift in interests between the foundation and the university, with the condition that caused the dynamics among private universities conflict-ridden. Organizational conflict in the organization of private colleges often arise as a result of their self-interest of individuals in the foundation or the rector that the division of power between the two entities often lead to tensions (Hamid, 2013).

The description above, shows the conflicts that occur in the management of private universities is very complicated. Researchers are very interested to discuss organizational conflict in the management of private universities for full dynamics of management. Or antagonistic contradiction has led to the emergence of divisions among the parties to the conflict in the operation of private universities. This study focuses on analyzing the factors that lead to organizational conflict on Private Higher Education (PTS) KOPERTIS Region IX Sulawesi in Makassar.

## **RESEARCH METHODS**

This research is a qualitative descriptive study intended to depict or describe the factors that cause or sources of organizational conflict in the administration of private colleges in the Kopertis Region IX Sulawesi in Makassar. In this study the data source selected by purposive sampling that is the technique of taking a data source with a certain consideration because researchers tend to have informants considered to know and can be trusted to be a source of data to determine the problem in depth on organizational conflict of private universities in Makassar.

The selected data source is a private university leaders and staffs. The data used in this study can be divided into two general categories: Primary data, is data taken directly from the source, namely through interviews and observations on the activities of private universities in Makassar. Secondary data were obtained from previous data in the form of records, papers, documents, reports, documentation and other resources related to conflict in the organization of private universities in Makassar.

Researchers collected data in the field using the interview as a primary technique, in addition to the researchers conducted observations and documentation as support techniques, to validate ensure the data, researchers conducted observations and studying the supporting documents in relation to organizational conflicts that occur.

In this study, the main instrument is the researchers themselves in the sense that the researcher is an overall good of the research process of collecting data, analyzing to make conclusions based on the data that has been collected. Data were analyzed by using qualitative techniques, the first step is collecting data (Data Collecting) Data collected is then reduced (data reduction), and presentation of data (Data Display), and the last is the conclusion (conclusion drawing / verification.) Data validation is done to test the credibility is through triangulation of data, credibility test is intended as checking data from various sources in a way, and at different times.

## **RESULTS AND DISCUSSION**

Conflict is an event or events that are unavoidable in organizational life. Therefore, in line with the dynamics and development of the organization, it is a dynamic organization requires conflict at optimal levels in order to improve the understanding of the problems that arise in every interaction both between individuals and between groups. Conflicts are all forms of human relationship that is the opposite, both clearly visible and hidden (Anoraga, 2001: 38). The opposing nature of the conflicts that occurred between a person and a person, between the group with a group or a person with a group and usually occur between parties who have the same objectives, where one or both parties feel aggrieved. Thus, it can be said that the conflict implies a process in which the parties involved in it at odds with each other. Conflicts have various benefits, such as; make people aware of the many problems, lead to the necessary changes, fixing solutions, foster the spirit, accelerating the development of personal, embroider concern me personally, pushing psychological maturity, and cause pleasure. Instead, according to Fisher, et al (2001: 4) if there is no conflict, many people will be stunted due to lack of stimulation, groups and organizations will stagnate and die, and society would collapse under their own weight are not able to adapt to various circumstances changed.

In the study of organizational conflict is one aspect of the study of organizational behavior. Conflict on the one hand can be seen as a problem of individuals or groups, on the other hand can be seen as a conflict of organizational problems. Therefore, Tyson and Jackson (2001: 9), as well as Kreitner and Kinicki (2003: 9), explained that there are three levels of analysis of organizational behavior, namely; individuals, groups, and organizations. This means that organizational conflict as one aspect of the study of organizational behavior can be studied at the level of analysis of individuals, groups or at the level of organizational analysis. There are several causes of the conflict, according to Fisher, et al (2001: 8) in Suratman (2012: 71) states that there are various theories and sources of conflict such as: the theory of public relations, negotiation theory principles, human needs theory, theory of identity, theory

intercultural misunderstanding and conflict transformation theory. Source conflict causes are as follows:

### **Individual differences**

Individual differences in the establishment and feelings. Every human is a unique individual. That is, everyone has the establishment and feeling different from one another. Differences establishment and feeling of something or a real environment can be a factor of conflict, because in living social relations, one is not always in line with the group. For example, when the musical performances take place in the neighborhood, of course the feeling of every citizen will be different. Some are annoyed that noisy, but some are amused.

### **Differences in cultural background**

These differences are so as to form different personalities. Someone less will be affected by the patterns of thought and the establishment of the group. Thought and different establishments that will ultimately result in individual differences that can lead to conflict.

### **The difference between the interests of individuals or groups**

Humans have feelings, and the establishment of different cultural backgrounds, therefore, at the same time, each person or group has different interests. Sometimes people can do the same, but for different purposes. For example, such a difference in terms of the interests of forest use. Community leaders perceive the forest as cultural treasures that are part of their culture and maintained as such and should not be cut down. Farmers cut trees because it is considered as a barrier for them to make a garden or field. For entrepreneurs' wood, felled trees and then the wood is exported in exchange for cash and a job opening. As for environmentalists, the forest is part of the environment that must be preserved. Here it was clear there was divergence of interests between one group against another so that will bring social conflicts in society. Conflicts caused by differences of interest it may also involve the political, economic, social, and cultural. Similarly, can occur between groups or between groups of individuals, such as conflict between groups of workers with employers that occur due to differences in the interests between the two. The workers want a fair wage, while employers will want a great income to enjoy themselves and enlarge the field as well as the volume of their business.

### **Changes in the value of rapid and sudden in society**

Change is a common and natural to happen, but if the change is rapid or even sudden, these changes can lead to conflict. For example, in rural communities who experience sudden industrialization process would bring social conflicts because the old values on traditional societies are usually patterned farming was fast becoming an industrial society values. Values that change was such great value changed to the value of mutual cooperation contract with wages adjusted according to the type of work. Kinship shifted to structural relationships which are arranged in a formal organization of the company. Shared values turn out to be individualistic and values regarding the use of time tend to be tight turn into a firm timeline as a schedule of work and rest in the industrial world. These changes, if it happens quickly or suddenly, will make the Jolt social processes in society, it will even happen the rejection of all forms of change because they disrupt social order that has existed.

Conflict comes from a variety of factors can be broadly classified into two major groups, namely internal factors and external factors. In internal factor may be mentioned several things, among others:

First, Stability of the organization, the organization has steadily more able to adapt so it is not easy to conflict and were able to finish it. Analogues is someone has extensive mature outlook on life, know and appreciate the difference in value and others. Second, The value system, the value system of an organization is a set of restrictions that include grounding purpose and how to interact with an organization, whether something is good, bad, right or wrong. Third, Goals, Objectives of an organization can be the basis of the behavior of the organization and its members. Fourth, Other systems within the organization, such as communication systems, system leadership, decision-making system, rewards system and others. In terms of communication systems eg turns perception and delivery of messages is no easy matter. While external factors include: Limitations of resources, scarcity a thing that can foster competition and so can end up being a conflict. Ambiguity rules / norms in society, this increases the chances differences in perceptions and patterns of action. The degree of dependence on the other hand, higher dependence of one party with another party conflicts occur more easily. The pattern of interaction with others, facilitate the free pattern exposure with other values, while the pattern is closed causing blurred and difficult attitude adjustment.

The cause of the conflict was different. Some important because according Sopiah (2008) are as follows: Interdependent. Interdependent among the groups work happens if two or more organizations need each other in carrying out the task. The value system, the value system of an organization is a set of restrictions that include grounding purpose and how to interact with an organization, whether something is good, bad, right or wrong. Goals, Objectives of an organization can be the basis of the behavior of the organization and its members. Other systems within the organization, such as communication systems, system leadership, decision-making system, rewards system and others. In terms of communication systems eg turns perception and delivery of messages is no easy matter. While external factors include: Limitations of resources, scarcity a thing that can foster competition and so can end up being a conflict. Ambiguity rules / norms in society, This increases the chances differences in perceptions and patterns of action. The degree of dependence on the other hand, higher dependence of one party with another party conflicts occur more easily. The pattern of interaction with others, facilitate the free pattern exposure with other values, while the pattern is closed causing blurred and difficult attitude adjustment. The cause of the conflict was different.

According to Smith, Mozzarella and Piele (1981), a source of conflict is: The communication problem, which can occur in each or a combination of elements communication. that is a source of communication, message, message recipients and channels. The organizational structure, potentially can create conflicts. Each department / function in an organization has a purpose, and the interests of its own program that is often different from the others. The human factor. Nature and personality with each other is different and unique. This has the potential to create conflicts.

Robbins (1996) in the "Organization Behavior" explained that the conflict is a process of interaction that occurs due to a mismatch between the two opinions (viewpoint) the effect on the parties involved in both positive and negative effects influence. Meanwhile, according to Luthans (1981) conflict is a condition caused by the presence of opposing forces. These powers stem from human desires.



According to Tosi (1990: 519) states that the source of organizational conflict consists of three factors: individual characteristics, employment situation, and organizational structure. The individual characteristics of several aspects: Values, attitudes, personality, perceptions and opinions. Work situation consists of levels of interaction, the need for cooperation, differences in status, communication factors, the ambiguity of roles and responsibilities. While the organizational structure consists of Addition aspects task, goal setting, resource scarcity, reward system, and specialization and differentiation.

The conflict in the management of private universities in the Kopertis Region IX Sulawesi in Makassar to the three factors mentioned above can be accepted that these factors constitute a source of conflict in the organization but only certain aspects, which means that not all aspects of the three factors are a cause the occurrence of a conflict in the management of Private Higher Education in Kopertis Region IX Sulawesi in Makassar.

The factors mentioned above there are certain aspects of the three factors causing these conflicts that are the dominant influence strongly the conflict, and some are even very small effect has no effect at all. Broadly speaking, those aspects that contribute to a large and dominant a source of conflict in the management of private universities in Makassar, namely a) the causes of organizational conflict in the aspect of individual charcteheristics is loyalty and trust, b). dependence of authority and domination are the main cause of the factor of the employment situation, and c). The reward system is very low is a major cause of organizational conflict of private colleges in the city of Makassar on the factor structure of the organization.

Sources contributing to the conflict in the management of private universities in the Kopertis Region IX Sulawesi city of Makassar, outlined as follows:

### **Value of Loyalty**

In the management of private universities in Makassar loyalty is a very important factor in connection with the execution of tasks and jobs. All elements of academic faculty, especially faculty and staff required to be loyal and obedient to all rules and regulations pertaining to the operation of private universities. An employee who rated no loyalty or minus loyalty may have problems and treatments that are less sympathetic than certain parties, can even have an impact on the repair or improvement of well-being. The forms of loyalty demanded for instance is only allowed professors to teach on campus itself, not against or opposed to the policy, or to be more take care of matters related to private high education, or demands to always remain at the workplace during working hours. Such a high loyalty demands triggered conflict, because the PTS management feel they have no space to develop themselves and their creativity, they feel distressed at having to conform and adapt their activities to the wishes and policy foundation is judged not in line with the mindset of a manager. Impacts insight PTS managers to be very limited, they generally have the desire to be able to see and learn with campuses better and more advanced management.

According to the Oxford Dictionary, loyalty is the quality of being loyal where loyalty is defined as giving or showing firm and constant support or allegiance to a person or institution. If interpreted freely, the notion of loyalty is the quality of the attitude of the faithful (loyal), while loyal is defined as the act of giving or show support and unwavering and constant adherence to a person or institution. Meanwhile, In Big Indonesian Dictionary

explains the notion of loyalty as obedience or allegiance. Loyalty is a basic assessment of the employee.

There are three factors that can be the cause of decline in loyalty Firstly: the rational factors, the decline in loyalty refers to things that can be explained logically. Rational factors that cause decline in loyalty include salary, bonuses, career paths, and the facilities provided by the company to employees. Second, the emotional factor. Emotional factors in the decline of employee loyalty refers to matters concerning the feelings or self-expression, among other jobs considered less challenging work environment that is not conducive, misgivings against the survival of the company, the incompatibility of employees with leadership, work is not considered prestige, as well as the lack of recognition of companies on employee performance. Third, personality factors, refer to the things that the employee's personal nature. among other properties bored easily and incompatibility of employees with the work culture of a company. ([www.ciputra-uceo.net](http://www.ciputra-uceo.net)).

Loyalty is a crucial aspect, in the management of PTS in Makassar. Employee loyalty, in the form of devotion becomes the main points that should be given to the employees of the institution where she worked. Loyalty synonymous with loyalty that should be done in a variety of conditions without reservation and without expecting any reward. Loyalty is a psychological condition that bind employees and the organization he works, hence loyalty is not merely fidelity physical reflected on how long a person within an organization, but it can be seen from how big their thoughts, ideas, and dedication devoted entirely to the organization. Business PTS is known to have no loyalty, which was considered a foul difficult to be accepted or tolerated in such conditions that the manager always be in a position that is a dilemma, on the one hand want to make efforts to develop PTS, on the other hand are dealing with values that are the norm must be obeyed. Having a desire to manage and develop PTS get better but do not have access to make it happen because it all back to the will and willingness of stakeholders that are external.

Form of loyalty also means that in addition to obedience and high devotion also means that a person is not much demand material. That is what has been defined applied as it is. Very difficult to make changes to what has been set by the organizing body and has been running for several years. For example in terms of the demands for improved welfare should be discussed very carefully to not cause erroneous perception of the foundation. Discussions about salary increases and improved well-being can be perceived as the demands of the teachers and staff. When something like this happens, it can be fatal to that question, because it can be considered as a form of violation and is considered the demands of the employees or lecturers. The employee or faculty who are considered vocal in voicing demands will not be considered for the position or certain positions, because they are not loyal and demanding.

Obedience and loyalty is seen as an absolute requirement in the management of PTS, because of a sense of responsibility and feels they deserved to grow and raise college under the control of the foundation so expect obedience to all components below it in the environment PTS to submissive and obedient, so with thus the foundation was wanted to control and set up the technical stuff though. Demands a high loyalty to bring influence to the academic community in carrying out daily tasks, Where it can be seen, among others, that the academic faculty more tends receiving and running the various policies although basically there is a conflict in the liver, the academic community more tends to succumb, they try as much as possible to run it according to their individual abilities. There is a tendency that the external policies more dominating than the manager's plans. As a result, the management of PTS

running is not balanced, the manager is difficult to develop creativity and feel uncomfortable in performing their duties and daily work.

Viewed from the side organizational conflict very clearly defined conditions as described above that the factor value in terms of loyalty is one aspect that led to the conflict in the management of PTS Kopertis Region IX Sulawesi in Makassar. This happens because loyalty can cause other effects that becomes a difficult choice for anyone, because on the one hand a lecturer or employee is required to loyal or faithful to the leadership but on the other hand should consider the rules applicable legislation. PTS management should refer to the laws and rules that are binding. For example, Higher Education Systems, Higher Education National Standards, Standard Process, PTS even have a constitution and by laws set forth in the form of statutes which should serve as guidelines in the management of PTS. The Reality indicates that the statute merely an administrative formality for PTS, not a reference or guidelines in the management of PTS. There is a tendency ignores the statute governing body as managing reference PTS, there is even a tendency statute that made it very lead to the interests of parties outside the PTS. This causes the PTS managers are in a state of dilemma. On one side had to show loyalty to the foundation as the organizing body, on the other hand have to obey the rules contained in the statutes or rules of law applicable.

Loyalty demands that are not in line with expectations led to relationships with related parties such as between management PTS with less harmonic foundation runs due to differences in the attitude of each party. This is due to the dominance of the attitude of the foundation that is less appreciated all efforts made by the manager in developing PTS. Differences in attitudes and perceptions of organizational life journey coloring PTS. A lack of respect shown by the lack of response or responses to the ideas of the manager of PTS to perform activities for the advancement of PTS, even if no response is usually quite long, especially on matters relating to the purchase or procurement of goods for teaching and learning activities or operations employees or the academic community. Business demand PTS feel an urgent requirement and nature must be met because of academic interest. While the decision of the organizing body or foundation has been no response while the goods are needed.

### **Trust Factor**

Lack of confidence is the root problem becomes complicated and lead to conflict because the manager or the academic community is difficult to convince the foundation on planned activities are programmed. However, support or foundation support fully the ammunition for the manager in activism. Trust is a key factor in the relations of cooperation with various parties in the organization as it is said Gibson (1997: 437) that the relationship in addition to creating a partnership, can also result in conflict. Trust is an important aspect in the management of PTS Kopertis Region IX Sulawesi, with confidence in the manager PTS give effect to increased motivation of the management of PTS better towards the realization of Good University Governance as a form of self-reliance in university autonomy. In the end, it can be said as a tentative conclusion on the aspects of attitude is the belief of the key PTS who want to succeed thus the higher the accepted belief manager PTS higher the motivation to manage the PTS for the better, and thus the higher the confidence in the management of PTS getting smaller conflicts that occurred in the management of PTS.

Strategy to build public trust in a public leader one of which is to provide the opportunity for people to speak and the courage to report the real situation and respond positively to the report and make the report as an evaluation of public service improvement. Leaders must be



able to hear the complaints presented honestly and without shame and will not embarrass their own people. When the people had started complaining, as a good leader, they should be able to diagnose accurately and can provide the best solutions to overcome them. As illustrated by Covey (2006) in his book "The Speed of Trust: The One Thing that Changes Everything" or Belief Speed: Everything Can Change. Disclosed that the minimum is 5 waves Trust or trust it: first, Self-Trust, believe in yourself, that as a leader of high integrity, has a good purpose in running his leadership, his statements are always perfect and has an amazing track records, are usually called the Credibility Poros. Second, Relationship Trust, here is necessary to conduct a complete organization with its ranks consistently and continuously. Stakeholder Trust, every organization he leads is not allowed to protect, but should guarantee the quality of the members of the organization by providing a very high confidence. Here is applied the principles of cooperation in building the organization. Market Trust, used the principles of reputation, excellence branding image and show the real evidence, that what is presented no evidence and the resulting product salable. Societal Trust, a leader must be able to maintain the trust given by the people to give back the trust in the form of a dynamic process of empowerment and sustainable.

Position the foundation as the organizing body has a duty and responsibility to provide facilities and infrastructure delivery of PTS, the foundation serves as trustees for all purposes of organizing the PTS, but the opposite is true PTS source of income or income for the foundation to satisfy their interest. Supposedly should manage by PTS, PTS income for the purposes of organization of PTS and when there is a shortage then it becomes the duty of the foundation as the organizing body. In this case the function and position of the foundation as the organizing body PTS is not running as it should, according to their position as trustees PTS. Organizing agency or foundation looked obedience and loyalty as an absolute requirement in the management of PTS, because the foundation confidently felt responsible for growing and raising college under his power and feels they deserved so expect obedience to all components below it in the environment PTS to submissive and obedient, and thus the foundation feels want to control and set up the technical stuff though.

Demands a high loyalty to bring influence to the academic community in carrying out daily tasks, Where it can be seen, among others, that the academic faculty more tends receiving and running the policies foundation although basically there is a conflict in the liver, the academic community more tends to succumb, they endeavor as much as possible to do so in accordance dengam individual abilities. The tendency that policies foundation more dominating than the manager's plans. As a result, the management of PTS running is not balanced, the manager is difficult to develop creativity and feel uncomfortable in performing their duties and daily work.

### **Interdependence Task**

Interdependence in the management of private universities in Makassar occur between organizing body of work units with college management, the operational PTS has limited authority in making strategic decisions, especially decisions related with the financing and provision of facilities infrastructures. The working relationship between the organizing body is more superior subordinate relationship, not a relationship in the form of business partners. Thus all the things that are positioned under the authority of the organizing body thus becomes the organizing body's decision is final and can not be resisted. This led to the birth of dependence on the organizing body that triggered the birth of organizational conflict.

Conflicts in organizational life is the result of interdependence as described above, according Minnery (1985), Conflict organization is an interaction between two or more parties to each other interconnected and interdependent, but separated by differences of interest, conflicts within organizations often are not symmetrical happen only one party is aware of and respond to the conflict. Alternatively, one party perceives the other parties that have been or will be attacked by negative (Robbins, 1993). Conflicts arise due to the interaction or relationship and interdependence with one another in the life of the organization as it is said Gibson, et al (1997: 437), that the relationship in addition to creating a partnership, an interdependent relationship may also result in conflict.

The factors that affect the incidence of the factors causes of organizational conflict of conflict according to Gibson (1996: 440), namely: 1) The interdependence of work. The interdependence of labor occurs when two or more groups and organizations dependent on each other to accomplish their tasks; 2) Difference of interest. The difference this purpose can lead to different expectations among the members of each unit; 3) The difference in perception. Differences of interest can be accompanied by differences in the perception of reality. Disagreement over what the actual reality that can lead to conflict; 4) Demands that would increase a specialist. Conflict between staff and line management specialist generalist probably the most ordinary thing in the conflict between groups. People line management and staff of each stating his views and his role in the organization from a different perspective.

### **Scarcity Resources**

The needs of actual or perceived competition getting scarce resources, causing the working relationships between individuals or groups tend to experience conflict. This is particularly relevant for any individuals or groups that differ in organizations is growing. The resources are, essential for the sustainability and prosperity of individuals and groups within the organization. scarcity of resources often lead to conflict.

In the organization of PTS Kopertis IX Sulawesi region about the scarcity of resources cannot be denied that this has happened to almost all of PTS. The availability of facilities and infrastructure was minimal to support teaching and learning activities, the lack of clarity of responsibility between the foundation and the manager of PTS in the provision of facilities and infrastructure led to the procurement of the necessary infrastructure is hard to achieve. This situation resulted in the implementation of the learning takes place activity with what their condition. The provision of facilities and infrastructure are recognized by several PTS is very minimal, the foundation does not have the attention and never thought to meet the needs of various facilities supporting the teaching and learning activities, many facilities were not available as they should and there is no addition of new facilities in the time period long enough.

In general infrastructure lectures within the PTS Kopertis region IX Sulawesi only provided the building and the room to carry out teaching and learning activities, whereas the support facilities other for the implementation of the tri dharma was minimal, for example, there is no room to perform the activity for units of student activities, No facilities to support student activities, the room is not equipped with a cooling device, etc.

## **Rewards System**

Low welfare also be a major trigger for the conflict on the organization of private colleges, remuneration as the income of the academic community is very low and stagnant. Adjustment of income through salary increases are very rare in the time period long enough. The amount of salary or remuneration depends on the policy foundations that in many cases much of eligibility when the review of the level of structural positions. Leaders PTS can be aligned as the director and deputy director of the company that provides sufficient income comparable in accordance with his position, but in a private college environment leadership ranks receive income that is not feasible according to his position and even then payment is not routine. Similarly, the Board of other leaders, including faculty and employees at the level below it. Rewards low exacerbated by the lack of rules or policies that do not allow tenured faculty to teach at other universities.

The low remuneration received is not in spite of the absence of guidance or reference governing the system of teaching in private colleges environment. For example, Kopertis publish a reference on guidelines for salary system applied in private universities environment Kopertis Region IX Sulawesi. Stakeholders and thus not bound by the rules of the reward system. Besides the academic community, especially professors do not have a place to make the complaint and there is no professional organization that shaded to facilitate redress of grievances or demands. The comparing can be seen for example with a workforce of other fields, such as labor, they have an organization that collects the workers so that they can struggle their fate together through labor organizations and can be facilitated or mediated by a local labor official.

Unlike the case with professors, in addition to the absence of a professional organization that collects the faculty in fighting for their rights properly, are also constrained by a lack of legislation regulating specifically income lecturers and other academic community in the college environment as a whole. In contrast to the workers who are protected by the law, employment rule, while lecturers and other personnel cannot refer to the law because in principle the lecturer is not labor or labor as well as labor and employment in the industry.

Now this PTS condition more collapsed, caused by a number of private colleges with the status of nonactive by the Director General of Higher Education, there are 11 PTS under the coordination Kopertis Region IX Sulawesi and 7 are located in Makassar. Such conditions lead PTS into the abyss of conflict deepened. One of the factors that cause PTS deactivated is the ratio of full-time lecturers with the number of students who do not fit that for the exact sciences study program 1: 30 and for non-exact science courses 1:45. This is difficult to achieve by PTS disabled.

It should be understood that this problem does not stand alone, but is associated with many things in the management of private universities, including the role and function of the foundation as the organizing body. The main issue is the most basic and remuneration issues. Standard minimum educational qualifications lecturer Masters (S2), if income a qualified lecturer with S2 (master) far from the standards then it is certain people's interest to become a lecturer must be very low. This factor would certainly impact on the fulfillment of the ratio of faculty to students earlier. The problem then becomes more complicated because the lecturer must be enrolled in certain courses that became home base lecturer concerned, PTS cannot use the name of the lecturer who is already registered on the home base of other courses. With the Higher Education sophisticated information system can track and find the name of

the lecturer who is registered in parallel and it is considered a violation of PTS. Thus, the corresponding PTS PTS included in the list of coaching, and during the period of coaching PTS cannot access a wide range of activities related to Kopertis or Higher Education. Therefore, suffering and conflict PTS more complete and prolonged.

## CONCLUSION

After analyzing the data as described in the discussion of research results according to studies that have been conducted in this study obtained the following conclusions: the sources cause of organizational conflict in the management of private universities in Makassar are: First, the loyalty and trust, loyalty a requirement that must be met by the academic community in the role, duties and functions of each party and work units in the management of private universities in Makassar. Loyalty is a very important aspect as it pertains to the foundation of trust in the management of private colleges, loyalty low causing the level of confidence in the management of private universities to be low. It is an entrance of any intervention in the management of the foundation of private universities in Makassar. The intervention of the Agency for organizing private universities resulted in the decision-making authority is centralized into the lead management of private universities is very limited, especially for things that are strategic. PTS difficult to realize management which is independent in accordance with the principle of university autonomy, because private universities the authority to make decisions is very limited. The emergence of private universities dependence parties to the foundation are the impacts of authority and decision-making is centralized. This is due to the dominance of authority and decision-making led to the emergence of very high dependence for PTS in the implementation of tri dharma college, private college Authority in the management of the organization is limited to matters that are technical academic course. Another factor is the motive, the orientation on which the management of private colleges, in this case the main orientation of the underlying management of PTS Kopertis Region IX Sulawesi in Makassar is the orientation of gain or profit. It is from the beginning has been a problem of its own among private universities, where there is a difference in orientation in the management of private universities, quality orientation is a priority of university management without neglecting the quantity factor. This means that the university management to organize and manage the college with the principle of comparable quality and quantity so that they can run in a balanced manner. The principle is the good management quality will positively affect the quantity of the increase in the number of students accepted for enthusiasts of college more and more. Unlike the case with carriers and private colleges that make quantity as the measure of success of the management of private colleges. This means that the more the number of students accepted, the more revenue. Therefore, the profit orientation of everything related to the costs or financing should be carefully considered. It brings implications on many factors, such as lack of infrastructure and low rewards that ultimately result in conflict. Based on the conclusion of the study suggested there should be standardization in the management of private higher education applicable in general and a reference that are binding on all parties concerned so as to materialize the management of private colleges that are transparent and accountable joint accountability. Thus, it will give birth to openness and trust is the key of all the problems and conflicts experienced by the organization of private universities (PTS) on Kopertis Region IX Sulawesi in Makassar.

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