Conflict management and housewife community empowerment programs: Group dynamics process in empowerment programme

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Abstract. This research aims to explore and identify group dynamics and the potential product market insights for the economic empowerment program from this housewife community in Sawangan Baru, Depok, Indonesia. The housewife community calls itself "Ibu Hebat" who lives in Sawangan Baru, Depok, Indonesia. One dimension of group dynamics that must be considered and given the most significant attention is the conflict that occurs within the community. Conflict becomes a vital matter, and it should be viewed and managed well. This study showed that conflict in group dynamics could overcome difficulties and have more positive impacts on community empowerment. We used qualitative and quantitative methods. In Qualitative research, the author used observation and focus group discussion of ten participants of "Ibu Hebat" to assess the potential team conflict and their conflict-handling intention. From the team observation and focus group discussion of ten participants, the author found that the most significant conflict was process conflict. The preference for their conflict-handling intention is compromising, accommodating, and collaborating. We also used structured surveys to identify the potential product as part of the market research. The survey of fifty-one respondents indicated major consumer's preference products are in healthy snacks at affordable prices.

1. Introduction
The economy is the most vital aspect of families’ security; for them to meet their needs, both primary and secondary needs, the fulfilment of life needs in the family would guarantee a family's well-being. The prosperity of the family would make the family able to survive. The satisfaction of life needs in the family even could ensure a family grows and develops in the future, especially for developing basic needs, such as education [1] and health [2]. The family member could achieve their dreams; therefore, obtaining the economic for basic needs fulfilment in the family is crucial.

However, not all families can get guarantees to obtain welfare in economic aspects. They do not know how to improve their families’ condition. This -financial problem is also often closely related to the educational background. They need social support to help them to improve their family well-being. Social support is constructed as a protective mechanism with main and buffering effects that can
impact family well-being [3]. This social support may take it to try to conduct economic empowerment. Many people want to have empowerment economically, and the social community has its function to be their social support, especially in the economic empowerment. From the case in the #IBUHEBAT community, the author found that the problems experienced by the #IBUHEBAT community came from economic and educational aspects (F, February 19, 2019; FGD, February 19, 2019). The #IBUHEBAT community location in RW 08, Kelurahan Sawangan Baru, Sawangan District, Depok, West Java (starting now referred to as "Sawangan Baru").

Initially, the movement from the #IBUHEBAT community focused on providing healthy food for families. However, based on a strong desire to be economically independent for each of its members, the #IBUHEBAT movement moved into the economic sector [4]. Healthy food products at affordable prices are a choice because #IBUHEBAT was concerned with the rise of various unhealthy snacks in the community. A healthy body starts with the quality of food consumed.

This study uses a multidisciplinary approach, including social intervention strategies from social welfare science and organizational management, business management, and marketing from economy and business science. Corporate governance is the first stage carried out in the IBUHEBAT community's creative economy collaboration program. The IBUHEBAT community has been existing since 2017 as the result of previous interventions. Unfortunately, they still have difficulty in carrying out and developing the potential of each member. In general, their potential is cooking, so the strategies used to develop and improve the economic quality of IBUHEBAT are by selling food products.

However, managing a community is quite tricky because of its various challenges. In the IBUHEBAT community itself, One of the biggest challenges is a trust from the community itself [5], leading to conflict. Conflict is a component in the group that is natural, needed, and important [6]. Conflict is defined as a process that begins when one party perceives another party as negatively affecting something; the first party cares about three types of conflict, and what drives them are relationship, task, and process conflict. [7]. This conflict becomes part of the group dynamics [8]. Likewise, the dynamics that occur during the IBUHEBAT development process, conflicts that arise colouring the process of empowerment in improving his family's economy and welfare. This conflict becomes essential to be their consideration. They have to manage correctly for conflicts that occur in the community can have an impact that can be positive or negative on members' performance.

In the economic field, problems in the IBUHEBAT community are related to knowledge, mentality, skills, and product marketing. They need additional income to increase family income. They have the desire to do business and have enough free time to run a business activity. They did not know entrepreneurship, how to start, what the products were, how to market it, and so forth. On the other hand, they also have some potential. If they developed their potential optimally, it would become a sizeable additional income. This research has two objectives. First identifying the potential products and market of business activity of housewife community "IBU HEBAT" by conducting a market survey and second objective is to observe and assess the potential conflict problem that potentially arises in the social community "IBU HEBAT" as a team. The results of this research may give solid advice and direction to the economic empowerment of the "IBU HEBAT" community. The social community derives social capital for the social empowerment program. Woolcock [9] describes social capital not only facilitates collective action and economic development, but bu also is ultimately the mechanism that connects the two. Nakagawa and Shaw, 2004 in [11], mention that social capital, embedded in participatory groups and encompassing shared understanding of fairness, leadership, rights, and duties, has come to represent resources that can mobilize and built upon developmental ends. This argument shows that the social community should play its roles as the participatory group that develops its functions to manage their team members effectively. They need good teamwork, whereas teamwork is an essential component of achieving high reliability of their collaborative goals [12].

Organizations are increasingly becoming dynamic and unstable. This evolution has given rise to greater reliance on teams and increased complexity in terms of team composition, skills required, and
degree of risk involved [13]. This complexity may bring a potential risk of conflict among team members. As the author knows, conflicts may be useful or harmful to the organization or team. Intra‐team conflict research has shown the different effects of conflict on team output [14]. The impact of team conflicts may have a positive effect or an adverse effect on team performance and team members' satisfaction. Previous research shows that relationship conflict moderates the task conflict–team performance relationship. Specifically, the association is curvilinear in the shape of an inverted U when relationship conflict is low, but the relationship is linear and negative when relationship conflict is high. Team-member satisfaction results are more equivocal, but the findings provide some evidence that relationship conflict exacerbates the negative relationship between task conflict and team-member satisfaction [15]. This article tries to see what types of disagreement have been arisen in the social community and advice the way to solve the potential conflicts.

2. Method
In the data collecting process, the author used qualitative and quantitative methods. The qualitative approach used to explore data about how group dynamics, conflicts occur and problem-solving in the #IBUHEBAT Community. The data collection techniques used were focus group discussions, in-depth interviews, and observation to obtain these data. In this study, an informant are mothers with the following criteria: have school-age children, come from middle or lower-middle-income families, have a willingness to become entrepreneurs, and have joined the #IBUHEBAT community.

In the quantitative method, the author collected data using a structured survey distributed to the same respondents: members of the "IbuHebat" community. The author used formal questionnaires to identify potential product market insights for this housewife community's economic empowerment program. The population of our research is the online communities who were market potential in social media platforms: What' app Group. Four communities held the same activities. The total population was sixty-four, and the author chose the respondent randomly. The author surveyed google form and spread it to a community member at What' app group. From fifty-one respondents showed consumer's preference products and their option of price choice.

The survey activity aims to measure market demand. Out of the ten products offered by #IBUHEBAT Community, the author ask the respondents' opinions about the type of product, the price that matches the product, packaging, logo, etc. The author analyzes data from respondents descriptively. The research process is straightforward because the author also has to submit the results to the #IBUHEBAT Community. Thus, they can understand the results of the survey in developing their products.

Our survey's objective results could be for minimizing difficulties in the community and have more positive impacts on community empowerment. Community members need not argue with each other about various matters related to the process of selling their products.

The observation and FGD assessment revealed that conflicts within the team. To understand and manage conflicts within groups, the author uses The three types of conflict and what drives them are relationships, tasks, and process conflicts [7]. The analysis process goes through several stages, as suggested by Allen (Neuman, 2016), namely sort and classify, open coding, axial coding, and selective coding. Based on qualitative data, the author obtains several categories of data that describe the types of conflicts and problem solving that were carried out. The conflict and its resolution explain why and how group dynamics occur within the #IbuHebat community.

3. Results and discussion
3.1. Process conflicts as a significant type of group dynamic interaction
The economic factor is the most vital aspect of family security. The economic element provides a family able to meet their needs, including health and education. The family's financial condition is very influential in the family's health condition [17]. Previous studies conducted at #IBUHEBAT
The Sawangan Baru Community showed that one of the causes of less optimal nutrition fulfillment for families is family finances [4]. Therefore, increasing the family economy is very important to do.

To overcome poverty, women have a vital role, so that the empowerment of women is the right choice [18]. Women's economic empowerment is an effort to enable women to improve the economy and make financial decisions [19]. In this study, it was found that in addition to limited family economic conditions, mothers also have the potential to process healthy food. On the other hand, a survey of the market shows that there is a need for healthy food at affordable prices. Therefore, economic empowerment through the #IBUHEBAT community is a necessity.

In empowering the economic aspect of women, the author could have group settings. The group is a whole social system, complete with boundaries, interdependence for shared purposes, and differentiated member roles [20]. As a social system, the group has been recognized as an entity by both members and non-members [21].

In conducting group interventions, according to Garvin et al. (2017), it is necessary to pay attention to aspects of group dynamics that are key to the success of interventions in group settings. Failure to pay attention to group dynamics will lead to ineffective group meetings and disrupt overall group performance. Group dynamics are the forces that emerge and take shape as members interact with each other over the life of a group (Garvins, 2017). Group Dynamics can be more exciting and productive than another typical case of a homogenous group. In a dynamic work situation, an individual must work together to collect, analyze, synthesize, and disseminate information throughout the work process.

In the dynamics of this group, there are at least five components that form it, namely: 1) communication processes and interaction patterns, (2) interpersonal attraction and cohesion, (3) social integration and influence, (4) power and control, and (5) culture. From these five components, the process of communication and interaction is the basis of a group’s dynamics. As a process, communication involves the process of delivering a message from the sender to the recipient, which is not uncommon in the misunderstanding of receiving messages. (Garvins, 2017).

This misunderstanding can occur due to unclear messages, senders who do not deliver, recipients of words that are not ready, or other factors. This condition encourages the emergence of conflict within the group. Likewise, what researchers found during the #IBUHEBAT community empowerment process was carried out. Communication by the #IBUHEBAT community is not only done directly through face-to-face meetings but also asynchronously through social media. Communication misunderstandings through social media often occur, such as when an order comes in, who receives the request, and how the law is managed. The message is unclear, and the way of sending and receiving messages that are not appropriate makes the group members do not have the same understanding of the word and lead to conflict. Not only communication misunderstanding that is asynchronous, but also communication that is synchronous as when meeting groups or individual communication is found.

The three types of conflict and what drives communities are relationship, task, and process conflict. [7]. Of the three types of conflict, in the #IBUHEBAT community, the most dominant was the process conflict. Relationship conflict in the #IBUHEBAT community is not visible because of the empowerment process that has been running for three years, so that differences in values and values have not been found. Likewise, for task conflicts such as disagreeing in determining a new idea or what will be done, at this stage, it is increasingly reduced. The members' shared vision and mission and their intensive interaction make each member have the same thoughts and ideas. Therefore, task conflict is rarely encountered. Of the three types of conflict, the most dominant one is process conflict. The process of the conflict faced is related to how the entrepreneurial process is carried out, starting from the type of product to be sold, recipes to be used, equipment needed, costs, selling prices, target markets, how to market, and financial accounting. In determining the products to be sold and becoming the flagship product of the #IBUHEBAT Community, there was a long debate since every member felt they could produce delicious and healthy food. There are various food options for sale, ranging from pastries, moist cakes, side dishes, and frozen food, after utilizing the moment of
Ramadan to sell the menu, followed by a survey to the market to find out the interests of the market regarding the products needed.

Based on a market survey results, it was found that what the market needed was various vegetable chips, pickled fruits/vegetables, and cheese sticks. Concerning the study results, the next step is making samples and determining the types of chips to sell. In this process, there was a long debate because each member felt they had the best recipe. Likewise, there is always a difference of opinion with the other stages, which leads to conflict. Quite severe problems that arise are related to membership fees as initial capital. Although the idea came from their community, not all agreed. There is one member who is not willing for this. Based on in-depth interviews conducted, it is known that this problem is hampering the overall empowerment process.

Tensions between group members make the process not run and far from the predetermined timeline. From this process, it is known that the lack of trust from members is the root of the problem. Another conflict that arises is when discussing the purchase of cooking equipment. There is a very significant argument, where the community leader #IBUHEBAT suggested buying the stuff from his subscriber agency, while other members disapproved of it. Researchers discovered this when conducting group meetings to discuss various problems that arise in the group, as in the following quote. "From yesterday, I was asked, but there has been no decision yet. If there is a decision now, I will immediately leave after zuhr. " (Ms. AA, Chair of the #IBUHEBAT community, August 27, 2019). Several other members did not welcome this suggestion because they considered the agent to be addressed so that it needed a high transportation cost, "the author also calculate the price of transportation later as well. Don't make the difference too far". (Mrs. LN, August 27, 2019).

3.2. Compromising, accommodating, and collaborating for conflict-handling intention in group in Suburb Area

Overcoming conflicts that arise in the team becomes a necessity—various efforts made by groups in overcoming multiple disputes that arise both through groups and personal approaches. Like the conflicts that arise when determining the type of product to sell and the recipe to use, the group approach becomes very useful. Through the process of group meetings, it was finally agreed that each member made chips with their methods. After that, they tasted each chip in the next meeting and determined which chips were the most appropriate. As for broccoli chips, from the results that already exist, the members think about how to make the chips even better, "broccoli is shredded like that ..." (Mrs. Y, August 29, 2019) and then added by other members "so that there are fibres I see "(Mrs. P, August 29, 2019). Thus, the conflict encourages them to think to find the best recipe for their superior products.

From this process, it can be seen that the efforts made by the #IBUHEBAT community in overcoming conflict by collaborating. This agreement is easy because every community member has the same vision, which is to provide healthy food. Like when discussing the determination of flavour variants from existing chips, the idea for spicy flavour emerged, all members were reminded to use original chillies instead of packaged chillies sold in the market. "But later on, if you don't want to use spicy chillies, don't you?" (Mrs. P, August 29, 2019), and it was said to be compact by other mothers "don't please." Aside from the group approach, individual approaches are also taken to overcome various conflicts that arise. In overcoming conflicts related to membership dues, for example, one member is not willing to provide contributions. The group leader and the servant take a personal approach to find out the cause and find the best solution.

The conflict could give benefits to a group. The maturity of the member of the group could be the main key to have a positive perspective in any kind of problems in the process of social interaction. One of the conflict processes is intentions [7]. The author used two dimensions of plans. The first one is "cooperativeness." The second one is "assertiveness." Those dimensions are helpful to identify of conflict-handling intention. An aspect of cooperativeness is the degree to which one party attempts to satisfy the other party's concerns. Meanwhile, assertiveness is the degree to which one party attempts to persuade his interests. Figure 1 shows the identification of conflict-handling intention [7]: (1)
competing (assertive and uncooperative), (2) collaborating (confident and cooperative), (3) avoiding (unassertive and uncooperative), (4) accommodating (unassertive and collaborative), and (5) compromising (midrange on both assertiveness and cooperativeness).

Figure 1. Conflict handling intentions [7].

3.3. Conflict on team and its positive impact on teamwork and group dynamic
Despite its negative connotation, conflict is not inherently bad nor inherently good. On many teams, all conflict feels the same. A disagreement about when to meet snowballs into simmering ire about how one teammate is just so selfish; however, there are distinct types of conflict. Understanding what some people are fighting about is critical: someone can then understand if they are disagree.

For the case in this study, the conflict that occurred gave an awareness of the survey's importance. So, community members have references from outside the group about some things that are often debated, for example, what products are suitable for developing economic aspects for the community.

Based on group discussions, various products need to be developed by the community. Its products include Keripik Pisang (Banana Chips), Keripik Bit (Beet Chips), Keripik Pisang Cokelat (Chocolate Banana Chips), Cheese sticks, Kolang-Kaling (sugar palm fruit), Sari Jeruk Lemon (Lemon juice), Asinan Buah/Sayur (Pickled fruits /vegetables), Riosoles (rissole), Bihun Goreng (Fried Vermicelli), and Puding Hias Sehat (Healthy Ornamental Pudding). Based on the survey results, various vegetable chips became the first choice. Figure 2 shows the survey results:

Figure 2. The types of product based on consumer needs survey results.
The survey results encourage community members to change their focus. Their attention turned to something else, which is to realize a product together by consumer needs. It shows their collaboration through their participation. Moreover, the survey results show a positive thing. Thus community members are increasingly eager to carry out the work together.

Figure 3. Three types of conflict [7].

Based on figure 3, there are three types of conflicts: task conflict, relationship conflict and process conflict. In a group or organization, task conflict could happen for disagreement of. The task conflict refers to a conflict that happens because of the different perception of the task in a team. On the other hand, relationship conflict occurs because of the different background of group member individually. For instance, every individual in a group has a different perspective on understanding a problem. The difference occurred because they have a different background (political, culture, knowledge, etc). The last one is process conflict. It occurs when a member of a group disagrees about the appreciation that they should get [7].

Teamwork is becoming increasingly important in a lot of multi-agent environments. In the American Heritage Dictionary, collaboration means a cooperative effort by the group members or team to achieve a common goal. In complex and dynamic domains, the partnership is more than a simple unification of simultaneous coordinated activity [22]. Teamwork can generate positive synergy through a concerted effort [7]. Members behavioral expectations, collective normalization efforts, powerful group dynamics, and some level of decision-making often exist in teamwork. In a teamwork concept in terms of a continuum, it may help understand teamwork with seven stages: acquaintance, exchange of information or communication, consultation, referrals, planning and coordination, current cooperative service, and joint operating responsibility [23].

Figure 4. The importance of robust features in the Great Ibu product survey results.
As in the diagram in Figure 4, 74.5% of the 51 respondents who filled out the Great Ibu survey said that the robust features in the Great Ibu product were necessary; this makes the community members more convinced that their products are suitable for consumers’ needs. Thus, conflicts here do not always lead to something destructive but can also be group building. With the conflict that arises when buying cooking equipment, encourage members to think together about getting high-quality cooking equipment at an affordable price and quickly obtained. Various considerations such as type of goods, cost, location become a common concern. Thus, they could realize the importance of efficiency and effectiveness.

Conflict is defined as a process that begins when one party perceived another party has or about to negatively affects something the first party cares about [7]. Historically, the author viewed the conflict as something to avoid (Higgins, 1991 in [24]). the conflict has five stages of the process [7]. The process is: (1) potential opposition or incompatibility, (2) cognition or personalization, (3) intentions, (4) behavior, and (5) outcomes.

The central aspect of positive outcomes is identifying the right type of conflict. There are two different types of conflict; they are C-type and A-type [24]. In C-type battle, members focus on substantive, issue-related differences of opinion that tend to improve team effectiveness, while in A-type action does the opposite. It decreases the group’s efficiency by allowing personal feelings or someone’s plan to determine the members from the team’s objective.

**4. Conclusion**

Economics is a vital aspect that helps families meet their needs to achieve happiness and well-being or family well-being. Sadly, not all families can get guarantees to obtain economic welfare. In that case, the community aims to be the solution. As in other communities, the community also experienced conflict. Conflicts are essential to be considered and appropriately managed to provide positive output for team performance. The conflicts faced by the members of the community include differences in opinion and a lack of mutual trust between members. Furthermore, this community also faces difficulties in determining product prices because some of them feel uncomfortable setting a high price. Conflicts also occurred in the distribution of tasks for each member and establishing the time to gather.

In the process of community empowerment, conflicts are natural matters. In the implementation, conflicts could give positive implications in the development of activities in the community. To transform conflict into something positive in a group, the art of managing conflict becomes an important thing. In this study, interventions from outside the community can help each member involved to focus more. Instead of arguing, the community has reliable and objective references about what needs to be done. Various problems that trigger conflict also trigger community members to find the best solution in developing their groups. In the process, each community member needs to remember about the primary purpose of the group. Thus, when conflicts occur within the community, differences in opinion do not lead members to magnify the problem. Conversely, differences of opinion lead the community to be more aware of basic needs as an initial priority in developing Joint activities.

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