Gen Z and Interpersonal Conflict Management (A Phenomenological Study of Communication Science Students at Dharmawangsa University)

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ABSTRACT

The study aims to describe how Gen Z students at Dharmawangsa University especially those in the communications science program, manage interpersonal conflicts based on their personal experiences. This study uses a phenomenological paradigm through their experiences in managing project assignments in 3 months and divided into several groups. During 3 months of working on the project, several groups of students found various problems that then required them to carry out conflict management according to the personal characteristics of each member in each group. This research uses a qualitative method with a descriptive research design with the Miles and Huberman analysist techniques, including data reduction, data display and conclusions. Meanwhile, data collection techniques are carried out in 3 stages, observation, interview, and documentation. The result shows that Gen Z is exemplified by two interpersonal conflict management strategies: avoiding conflict and compromising, both of which involve a variety of techniques. Making concessions involves being transparent with all parties involved, having in-depth conversations, negotiating, determining the root cause of the disagreement, and refraining from blaming the other party. For Gen Z, this is considered a positive self-concept. Meanwhile, giving in, doing what others ask, and acting as if you are unaware of the problem are ways to avoid interpersonal conflict. This demonstrates a loose and uncaring mindset, which are two negative self-concept characteristics. Thus, the results of this study will increase understanding, knowledge, or concepts regarding the characteristics of Gen Z in interpersonal conflict management.

Keyword: Interpersonal Management Conflict, Gen Z, Self-Concept, Interpersonal Communication.

ABSTRAK

Penelitian ini bertujuan untuk mendeskripsikan bagaimana mahswa Gen Z di Universitas Dharmawangsa, khususnya program studi Ilmu Komunikasi mengelola konflik interpersonal berdasarkan pengalaman pribadi mereka. Penelitian ini menggunakan paradigma fenomenologi melalui pengalaman mahasiswa dalam mengelola tugas proyek selama 3 bulan dan dibagi menjadi beberapa kelompok. Selama 3 bulan mengerjakan proyek, beberapa kelompok mahasiswa menemukan berbagai problematika yang kemudian menuntut mereka untuk melakukan manajemen konflik sesuai dengan karakteristik pribadi setiap anggota yang tergabung di dalam masing-masing kelompok. Penelitian ini menggunakan metode kualitatif dengan desain penelitian deskriptif dengan teknik analisis Miles dan Huberman, diantaranya reduksi dan penyajian data serta penarikan kesimpulan. Sementara itu, teknik pengumpulan data dilakukan dalam 3 tahap, yaitu observasi, wawancara dan dokumentasi. Hasil penelitian

menunjukkan bahwa Gen Z dicontohkan dengan dua strategi manajemen konflik interpersonal: menghindari konflik dan berkompromi, dimana keduanya melibatkan berbagai teknik. Berkompromi melibatkan sikap transparan dengan semua pihak yang terlibat dalam kelompok, melalukan percakapan mendalam, bernegosiasi, menentukan akar penyebab perselisihan dan menahan diri untuk tidak menyalahkan pihak lain. Bagi Gen Z, hal ini dianggap sebagai konsep diri positif. Semenatara itu, mengalah, melakukan apa yang dikehendaki orang lain dan bertindak seolah-olah tidak menyadari masalah yang ada merupakan cara untuk menghindari konflik interpersonal. Hal ini menunjukkan pola pikir yang kurang matang dan tidak peduli serta diklasifikasikan sebagai konsep diri negatif. Oleh karena itu, hasil penelitian ini akan menambah pemahaman, pengetahuan atau konsep mengenai karakteristik Gen Z dalam manajemen konflik interpersonal.

Kata Kunci: Manajemen Konflik Interpersonal, Gen Z, Konsep Diri, Komunikasi Antarpribadi.

1. Introduction

Generation Z is a generation of newcomers known as Digital Natives in the era of digitalization. Wide open access and growth, and development accompanied by new internet-based media technology, are the characteristics of this generation (Gentina, 2020). Lumampauw (Siregar, 2021), said that Digital Native is a generation familiar with digital technology when they are just learning about the world. Another term for Generation Z is iGenerations or Centennials, where this group was born between 1997-2012, precisely after the millennium generation or Generation Y. Generally, this statement represents that Gen Z is the generation born after 1996. On average, Gen Z is currently living life in college, while others have entered the world of work in 2020 (Sekar Arum et al., 2023).

Aeni (Samitha et al., 2024) explained that with the convenience and benefits gained from the current development of new internet-based media technology, Gen Z has become a group that is more intelligent, flexible, ambitious, and has a great desire for recognition for the efforts they make. Apart from that, they also have an attitude that doesn't like being controlled, so they like to innovate in doing new things. However, not all good things always happen alone. Of course, there are also bad things about the characteristics of Gen Z. They must be more able to control their desires and egos in carrying out tasks or rules of social life.

As stated in previous research by Sekar Arum, the average Gen Z is currently living life in college. Other researchers also said the same thing, that currently Indonesian students can be categorized as Gen Z (Gentina, 2020). Students are individuals who are studying at the university, both public and private, and other institutions at the same level. They are expected to be able to complete their education until they graduate and become competent individuals. Especially, in improving the ability to learn, think, act wisely, apply time management as effectively as possible, manage stress well, and various other basic skills (Hadijaya, 2015).

Meilinda (Dari & Hudaidah, 2021) said that Gen Z became dominant as a driving force in the era of Industrial Revolution 4.0, where the phenomenon of mental and moral decline occurred due to the influence of inappropriate use of technology. This decline in morals can be seen from the rise in brawls between students, the use of illegal drugs, promiscuity, and other negative things. However, other research shows the opposite, where students belonging to Gen Z face various challenges and try to solve them by prioritizing communication, explaining every problem, and trying to understand each other. Existing conflicts will be minimized by prioritizing dialogue and accommodating various interests. Apart from that, time management is also an effective solution to minimizing problems, especially those related to their duties and functions as students (Samitha et al., 2024).

The results of researchers' observations of students in the Communication Studies Program at Dharmawangsa University also found something similar to the two studies above. Researchers made observations when delivering Conflict Management material in the Interpersonal Communication course. The researcher asked questions in the form of *"interpersonal conflict management strategies, including competing, avoiding, accommodating, compromising, and collaborating. As Gen Z, if faced with an interpersonal conflict, which conflict management strategy reflects you?"* There were 21 students in one class, and the results of observations found varied, ranging from choosing to communicate or compromise with parties in conflict, and even avoiding interpersonal conflict.

The results of the observations above are in line with the results of various studies, which suggest that Gen Z is considered a group that thinks more openly and deeply and tends to act according to their wishes (Benítez-Márquez et al., 2022). Apart from that, Sladek and Grabinger (M. Putri, 2024) said that this generation also

has better awareness regarding various social issues and is more informed about things that are happening in social life. The majority of Gen Z individuals uphold freedom of expression and have greater openness in understanding the types of characters and attitudes of other individuals and situations without discriminating (Francis & Hoefel, 2018). However, apart from the characteristics of Gen Z, which seem positive and have more developed intellectual abilities, a study states that Gen Z tends to be looked down upon by Indonesian society. Gen Z is considered more vulnerable to mental problems, where there is a tendency to behave inappropriately in dealing with a problem, and low resilience (Grelle et al., 2023).

Humans in their lives are often faced with various problems, both with themselves and with other individuals. As social creatures, humans face conflict whether in the workplace, organizations, groups, or interpersonally. Some conflicts that occur can trigger a rift in a relationship or even strengthen an existing relationship. This depends on the handling of the conflict or the conflict management implemented. A study explains that conflict can be resolved if good communication is created between the communicator and the communicant. As a communicator, communication should be carried out effectively, so that the message conveyed is right on target. Likewise, with conflict management, effective communication needs to be carried out to create a common goal, namely, overcoming conflict or minimizing conflict (I. A. G. Wulandari, 2020).

Based on the explanation, the purpose of this study is to describe how students from Generation Z manage interpersonal conflicts with their surroundings based on their personal experiences. The next question from the researcher's observation to the informant is about *the background that caused the conflict to occur*. In general, the informant said that interpersonal conflict arises due to differences of opinion regarding needs, desires, drives, or demands in their social environment.

A study explains that conflict management practices in schools occur because of communication, authority, rewards, resources, personality, interpersonal relationships, and division of tasks. In addition, the results of this study also show that the collaboration, accommodation, and compromise approaches are the main strategies used by principals, assistants, and teachers in managing conflict (Ghavifekr et al., 2019). Other studies have shown that conflict management in the public nursing sector involves commonly used management styles such as avoidance, collaboration, compromise, competition, mediation, and accommodation (Lahana et al., 2019).

The difference between this study and the two studies above regarding interpersonal conflict management is in the research subjects. This study attempts to discuss how Gen Z, who are currently still students, manage interpersonal conflict through project assignments. Thus, the results of this study will increase understanding, knowledge, or concepts regarding the characteristics of Gen Z in interpersonal conflict management, which will be divided into 2 (two) traits, namely positive and negative in Gen Z individuals. This can be seen in the conceptual framework chart below:
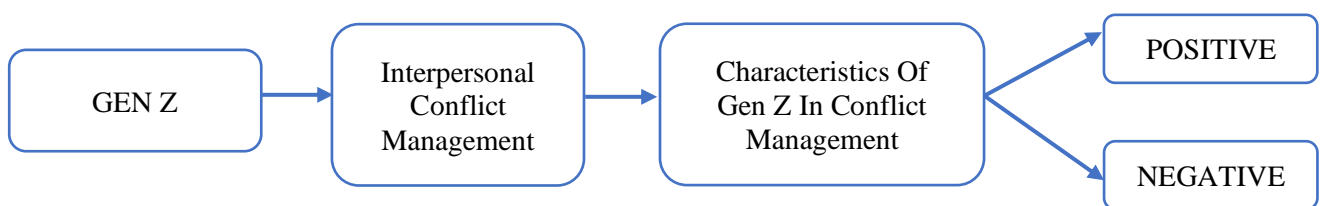

Figure1. Conceptual Framework

In addition, the difference between previous similar studies and this study lies in its paradigm. This study uses a phenomenological paradigm where researchers will look at the experiences of Generation Z students in managing interpersonal conflicts through project assignments. Students are divided into several groups and given project assignments in the form of publishing their writings in press release format through social campaign activities to be published in several mass media. The assignment lasts for 3 months, and the series of stages that students must work on include:

a. Forming a company profile engaged in the field of publishing. At this stage, students must play roles such as general manager, public relations, media relations, media analyst, and graphic designer. These five roles have their respective job descriptions for the implementation of the social campaign;

b. Conducting initial research to find out and decide what topics they want to raise as an issue that is worthy of being a social campaign and published in various mass media;

c. Preparing social campaigns and practicing them directly at the target locations of their publishers;

d. Communicating activities through publications, both written and video content, in several mass media.

After one month of the project, the researcher asked again whether there was any conflict between them in one team. The results that researchers found were that interpersonal conflicts had been found among fellow members. The next problem is how to manage conflict, so an effective management strategy is needed. Well-managed conflict is believed to be able to strengthen cooperative relationships, increase mutual trust, and hone the creativity and productivity of the individuals involved in it. Conversely, less effective conflict management will lead to ongoing conflict. Failure to manage conflict not only hinders the achievement of common goals, but also damages the dynamics of interpersonal relationships in the social environment of society (Pedhu, 2020). Therefore, the results of this study will add new knowledge and concepts about interpersonal conflict management with the focus on the perpetrators being the Generation Z.

2. Method

This research uses a qualitative method with a descriptive research design. Descriptive qualitative research is based on descriptive data processing, which is done to explain existing research without manipulating the data (Hanyfah et al., 2022). This research is a field study, where data collection techniques are carried out in 3 ways, include:

Figure 2. Data Collection Techniques
(Source: Bahri, 2017)

a. Observation

   After the researcher got an initial picture of how interpersonal conflict management was applied by Gen Z students, the researcher conducted participant observation to observe its implementation. The researcher conducted this observation by giving Gen Z students a project on Interpersonal Communication that had to be done in groups for 3 months of lectures.

b. Interview

   The interview used in the study was semi-structured. Semi-structured interviews are a data collection method used in qualitative research, where the interviewer uses a question guide but remains flexible in extracting information. The purpose of using this type of interview method is to understand a person's perception, experience, or viewpoint in depth about an object. At this stage, the researcher interviewed each student involved in the project. The questions the researcher asked were:
   - How was the project implementation planned;
   - Were there any conflicts in the implementation of the project; and
   - How to overcome the interpersonal conflict.

c. Documentation Study

   Through this method, the researcher will be involved in the analysis and interpretation of various documents related to the research topic. The documentation in question can be in the form of journal references, news, texts, images, and other written sources.

Meanwhile, the data analysis technique used in this research is the Miles and Huberman model which consists of 3 procedures, including:

a. Data Reduction, namely the activity of sharpening, classifying, and discarding data that is deemed unnecessary and organizing the data so that the conclusion can be verified.

b. Data Display, one of the activities of making research results reports that can be understood and analyzed according to the desired objectives. Data presentation must be simple and clear so that it is easy to read and understand.

c. Concluding, namely conclusions that are temporary and will still change if strong evidence is not found in the data analyzed.

The subjects or informants in this research are Gen Z among Dharmawangsa University students, with the following criteria:

a. Birth years range from 1997 – 2012, according to expert opinion; and

    b.   Students who are studying Interpersonal Communication courses. Because one of the materials in this course is about interpersonal conflict management through a project on Interpersonal Communication course. There are 20 students taking the Interpersonal Communication class. The students are divided into 5 study groups, consisting of 4 students in each group. Then, the researcher asked several questions regarding interpersonal conflict management during the project assignment for 3 months of these groups.

Data validity technique is a method used to ensure that the data collected in a study, especially qualitative research, is valid, reliable, and reflects the actual reality. The data validity technique used in this study is Theory Triangulation, where the aim is to examine data from different theoretical perspectives. Therefore, the results of the study on Generation Z conflict management will be validated by several supporting theories regarding the concept of Generation Z in social life.

3. Results and Discussion

Table 1. Data Reduction

No	Gen Z and Interpersonal Conflict Management	Method	Gen Z Self-Concept
1	Compromise	1. Openness 2. Deep Talk 3. Negotiation 4. Finding out the beginning of a conflict 5. Do not directly blame the other party for the occurrence of a conflict	Positive
2	Avoiding Conflict	1. Give in and follow what the other party wants 2. Pretending not to know that there is a conflict occurring	Negative

(Source: Researcher Processed Data, 2025)

The two data above are the results of data categorization that researchers obtained during the research process. Of the data received, researchers only focused on research results related to interpersonal conflict management among Gen Z through their experiences in completing project assignments for 3 months. The results of this study will be discussed by including documentation studies from various sources such as scientific research journals and other reading sources that are considered relevant. The documentation study conducted serves as a valid discussion and as a comparison, so that it will create a new concept of interpersonal conflict management, especially among Gen Z. Then, ideas related to interpersonal conflict management will be categorized into the characteristics or self-concept of Gen Z based on two aspects, positive and negative.

The growth and development of Gen Z is in a world situation full of change, where the internet and gadgets have become a necessity. Thus, Gen Z's communication patterns are generally informal and the use of social networks is an important part of their lives (Samitha et al., 2024). Furthermore, a study states that Gen Z has characteristics that differentiate them from previous generations. Each individual from Gen Z has different characteristics, depending on their background, place of residence, family conditions, economic strata, and a more open communication plan (Nasrul et al., 2021). Stillman (Sekar Arum et al., 2023) divides the characteristics of Gen Z into 7 characteristics, including:

    a.   Digital, Gen Z never limits their activities and scope between the real world and the virtual world. Technological developments make all elements of human life easier, but their presence reduces physical interaction between individuals. Gen Z doesn't care about this.

b. Hyper-Customization, Gen Z does not want labels or stamps on anything inside them. They want to show their strengths and uniqueness as the identity they use, not from religious, ethnic, or racial aspects. Gen Z doesn't like being categorized into several groups, so it seems as if they are disobedient and difficult to manage. Gen Z wants to get out of common habits or things that many other people have done. In fact, in their teenage years, Gen Z wants to determine their own dreams and life goals in the future.

c. Realistically, as a result of the influence of parents from the previous generation who had a view of life that was not in line with theirs, Gen Z's thinking led to not having high expectations for all the possibilities that would happen in the future. This is not seen as something skeptical, but realistic for them. Therefore, Gen Z prioritizes learning through real practice rather than increasing theory.

d. Fear of Missing Out (FOMO), namely the fear of being left behind regarding various information, ultimately hinders and harms the results of one's work. Apart from that, their high curiosity makes them always anxious if they are not injected with new and hot news. This is what then creates their worry if they are left behind by the people around them. This means that FOMO is an opportunity to compete.

e. Wecomists, the generation that knows collaboration, especially in the economic field. Gen Z tends to be more open and not tied to anything, so they can form partnerships with anyone as long as it remains following the agreement.

f. Do It Yourself (DIY), or other meanings are independent. This means that they feel they do not need assistance from anyone in learning new things. For them, looking for video tutorials on YouTube and social media can easily solve everything. However, the nature of Gen Z means that they are considered not to have the talent to work with a team.

g. Encouraged, behind the truth that Gen Z is realistic, but they want to bring positive change to the environment with the technology in their hands today. They are willing to do more to be of benefit to many people.

Interpersonal conflicts arise as a result of disagreements over needs, desires, drives, or demands. The next problem is how to manage conflict, so the need for an effective management strategy is also considered important. Well-managed conflict is believed to be able to strengthen cooperative relationships, increase trust, and hone the creativity and productivity of the individuals involved in it. On the other hand, less effective conflict management will give rise to ongoing conflict. Failure to manage conflict not only hinders the achievement of common goals but also damages the dynamics of interpersonal relationships (Pedhu, 2020).

Compromise is an effort to reach a mutual agreement between parties with different opinions or disagreements. It is also said to be the concept of agreeing on various things through communication as an intermediary medium. According to a study, compromise is an effort made by couples in conflict management. Compromise is done through openness between couples, such as expressing what is felt and listening to each other's complaints (Sani & Ritonga, 2023).

This study shows that Gen Z also compromises in managing interpersonal conflicts when completing responsibilities in their project tasks. Researchers found that interpersonal conflict management strategies vary widely. Several informants from each group said that compromises were made through openness and in-depth discussions between people in conflict without having to bring each other down. The openness between group members is regarding the availability of time to work on group tasks. This is because some of the group members also have responsibilities as workers. In addition, other openness concerns the personal finances of each member, where this project task requires a certain amount of funds to be realized. Problems regarding time and finances do not cause these informants to bring down or blame the situation. Instead, they apply other methods, namely negotiation.

Informants from each group said that compromise strategies can also be used through negotiations to create solutions and mutual agreements. Before making a compromise, they will first find out the origin of the conflict. These various methods are used to avoid prolonged conflict and resolve the conflict appropriately and without excessive emotion, which will worsen the conflict.

Gen Z's characteristics are generally identified as having better digital skills than previous generations, where their world is connected to the internet for 24 hours. They are also considered open-minded, like creative and contemporary activities, want social change, and like to compromise and work in teams (ER Wulandari et al., 2020). Based on this statement, researchers interpret that compromise in interpersonal conflict management in the Gen Z environment is a positive thing. Because they have open-minded characteristics, they are a generation that does not immediately blame circumstances or other people. They also deliberate in discussing

the division of solutions that allow conflicts to be resolved well without other parties becoming victims. In this case, Gen Z is a generation that likes peace and balanced communication between each other as social beings.

This research is also in line with one of the characteristics of Gen Z, according to the research results, namely *Wecomist. Wecomist* represents Gen Z as a group that tends to be open, so they are considered capable of establishing good cooperation with any party as long as it is based on mutual agreement (Sekar Arum et al., 2023). Gen Z in interpersonal conflict management shows a positive self-concept towards themselves, others, and the surrounding environment. Adhering to the principle of humans living side by side with other humans enables them to face existing problems and consider that communication is part of life. A positive self-concept is a process of self-acceptance where individuals can recognize themselves and their environment well. A person with a positive self-concept can also understand and accept reality about themselves and their surroundings (Amalia & Ri'aeni, 2022).

Researchers categorize compromise with the openness method as a positive self-concept because based on the triangulation of theories from one study, it states that the implications of the character of Generation Z are more existential and open through social media. The study also showed that the correlation between the influence of Instagram social media on the actualization of the self-concept of Gen Z turned out to have positive results (Gultom & Rohani, 2024). Thus, the researcher's interpretation of the self-disclosure method in the real world regarding interpersonal conflict management is positive because self-disclosure allows Generation Z to form stronger and more authentic relationships with others. By sharing thoughts, feelings, or personal experiences honestly, they can create a sense of mutual trust and emotional closeness in friendships, family, and romantic relationships.

Meanwhile, the researchers' findings for the deep discussion method are similar to those of previous studies. According to one study, the advent of the Deep talk phenomenon, particularly among Generation Z, has made this sort of communication increasingly popular, especially on campus, where many students choose to engage in Deep talk with people they trust (N. A. Putri et al., 2024). The researcher's opinion is that deep communication ultimately contributes to Generation Z's openness to overcoming interpersonal issues in the real world. In addition, Generation Z is quite accustomed to digital communication (chat, DM, comments), although many of these exchanges are brief. Deep communication allows for more genuine and emotional relationships, making people feel more connected to others.

Another interesting thing from the triangulation of theories that researchers found from a study is that the current Millennial generation must have negotiation skills to reach agreements without arguments or disputes (Ismail & Nugroho, 2022). Of course, this is an interesting finding from the researcher's research, where not only the Millennial generation must be able to negotiate, but Generation Z must also have it. The importance of Generation Z being able to negotiate in everyday life cannot be underestimated, because this skill greatly influences personal, social, and professional success. Generation Z's proficiency in negotiating is also the reason they can agree on work responsibilities with superiors or teammates.

The ability to find solutions in social life is crucial for Generation Z, who grew up in a digital, multicultural era full of complex challenges. Generation Z is often faced with differences of opinion, both directly and on social media. Finding solutions means they cannot be reactive or emotional, resolve conflicts without damaging relationships, and maintain harmony in friendships and communities. In addition, finding solutions also encourages a cooperative attitude in teams, the ability to listen and understand other people's perspectives, and collaboration to achieve common goals, not just defending one's own opinion.

The attitude of not wanting to blame others is part of the responsibility and maturity that is very important for Generation Z to have. In social and professional life, the habit of blaming each other only makes things worse and hinders self-development. In social relationships, blaming others can damage trust. On the other hand, a responsible attitude will help strengthen communication and trust, avoid unnecessary conflicts, and foster empathy and mutual understanding.

Interpersonal communication is considered the most effective interaction in changing each individual's attitude, opinion, or behaviour. Interpersonal communication is also an emotional need for many people to improve their mentality and increase the sense of love between individuals. A study explains that communication can create a sense of love when there is a sense of comfort between the individuals involved (Septiani et al., 2019). Comfort here also means that there is nothing to hide between individuals, especially when resolving conflicts. In addition, in order for someone to be open and what they say is not spread unilaterally, there must be a sense of affection, sincerity, and not breaking promises that lead to betrayal.

However, behind the positive side of each group in implementing interpersonal conflict management, some group members still manage interpersonal conflicts in a way that is considered harmful to other members. The

second way to manage interpersonal conflict in Gen Z is to avoid it. Each group experiences problems and obstacles in completing tasks and responsibilities, but when the group leader tries to implement two-way communication to find a solution, each group experiences the same thing, namely that there are members who always avoid being invited to discuss. Conflict avoidance is a reaction that tries to escape from the problem. Based on information obtained by researchers from each group leader, some members still avoid conflict by changing the topic of conversation, delaying or even not discussing the topic of conflict at all.

For informants, avoiding conflict is interpreted as giving in to existing problems so the conflict does not get more complicated. In addition, giving in to informants is in the form of following what the other party wants to resolve the conflict. Giving in and following the wishes of the other party to avoid conflict is considered good by some student members who do it. However, it is considered something that can cause new conflicts, especially for the group leader. The group leader feels that passively following the leader's wishes and other members' wishes creates its moral burden. This is because there is a sense of worry in the leader's mind about the members' unpreparedness in following the project workflow for 3 months. Another concern is that passive group members make them behave according to their wishes because these members feel they have no burden and responsibility in the group and do not give their opinions in the forum.

Meanwhile, other informants can avoid conflict by pretending not to know about the existing conflict or tend not to want to be involved in a conflict. Seeing this phenomenon, the researcher interpreted that the avoidance of conflict carried out by informants showed that they did not prioritize the interests of both parties. Prause & Mutjaba Language (Samitha et al., 2024) said that this pattern is used if the individual does not want to be involved in the conflict any longer but still hopes that the conflict can be resolved. Furthermore, avoid conflict by giving in and following the other party's wishes. In that case, you show a permissive attitude towards things that are considered to be able to trigger new conflicts. If other parties force their opinions on Gen Z, they will tend to be disobedient and avoid conflict even more. Other studies say that Gen Z has a character called Hyper-Customization, where they do not like to be categorized into several groups, so they seem rebellious and difficult to control (Sekar Arum et al., 2023).

What is worse is pretending not to know about the conflict happening. Of course, this kind of attitude shows a sense of indifference towards other individuals and the surrounding environment. Someone with this kind of character thinks it is unnecessary to consider other people's opinions when they want something. In addition, he does not care about the risk of avoiding conflict because his ability to understand other people's feelings has not developed well. Thus, a lack of empathy and high egoism are also strong indicators that the individual has a negative self-concept. A negative self-concept is characterized by other people's views of themselves as disorganized, lacking empathy, stability, and poor self-integrity (Amalia & Ri'aeni, 2022). This negative self-concept prioritizes one's interests over the common interests of others, so someone with this negative self-concept often experiences rejection from both others and themselves.

4. Conclusion

Interpersonal conflict management applied by Gen Z among Dharmawangsa University students shows differences in their self-concept, namely positive and negative self-concept. Their experience in completing a 3-month group project that must be completed. The project tasks assigned to students are to form a company and organize a social campaign. Based on their performance during the 3 months, two types of interpersonal conflict management represent Gen Z, namely compromising and avoiding conflict, both of which are carried out in various ways. Compromising is done openly with each party, through in-depth discussions, negotiations, finding out the origin of the conflict, and not blaming the other party directly for the conflict that occurs. This is included in the category of positive self-concept for Gen Z. Meanwhile, avoiding interpersonal conflict is done by giving in and following what the other party wants and pretending not to know about the conflict that is happening. Following the wishes of the other party and being passive towards group performance is considered a good thing for the members who do it, but not good for each group leader. This certainly shows a permissive and unempathetic attitude, both of which are included in the elements of a negative self-concept.

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