

Conflict Management Strategies in the Workplace to Achieve Organizational Goals

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Abstract

Conflict in the workplace is an unavoidable phenomenon and can have negative impacts if not managed properly. This research aims to investigate effective conflict management strategies in the workplace environment with a focus on how the implementation of these strategies can support the achievement of organizational goals. This research uses a qualitative approach with descriptive methods. The research results show that to manage conflict in the workplace well, it is important to understand the causes of conflict, implement wise prevention strategies, and have the ability to resolve conflict. The choice of strategy, such as avoidance, collaboration, or negotiation, depends on the situation. Patience in decision making and a comprehensive approach to conflict analysis are also important. Factors such as open communication, managing differences, and creating an organizational culture that supports constructive conflict also play a role. By applying these findings, organizations can create a healthy work environment, increase productivity, and achieve shared goals more effectively.

Keywords: *Strategy, Conflict Management, Workplace, Organization, Leader, Employees.*

INTRODUCTION

The success of an organization can be measured through a number of indicators that reflect overall performance. These indicators include achievements in the financial aspect, where the financial health of the organization is a significant benchmark (Santosa & Setiawan, 2007). Apart from that, performance in terms of human resources also provides an important picture, which includes productivity, employee satisfaction and talent development (Rohida, 2018). The work method aspect is another key aspect, assessing the efficiency and effectiveness of the work processes implemented in the organization (Bismala, 2016). Lastly, the importance of a conducive work environment plays a role in creating a positive atmosphere, influencing the productivity and sustainability of the organization (Hakim et al, 2023).

An organization requires a leader's role as an individual who is responsible for overall performance (Raharjo & Nafisah, 2006). This leader cannot achieve maximum results without the support of subordinates (employees) who are actively involved. The presence of leaders and subordinates reflects the interdependent relationship between organizational structures (Rijanti et al., 2020). Therefore, the concept of structure includes various elements, including the size of the

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organization, the level of specialization for members, clear boundaries of work areas, alignment between members' goals and organizational goals, leadership style, and reward systems (Putra, 2015). Research shows that organizational size and level of specialization are factors that trigger conflict. The larger and more specific an organization's activities, the greater the possibility of conflict.

Luthans et al. (2019) define conflict as a mismatch between values or goals between members of an organization, while DuBrin (1984) define conflict as conflict between individuals or groups which can increase failure as a result of mutual obstruction in achieving goals. The same thing was also stated by Hardjana (1994), that conflict is a dispute, a conflict between two people/groups where the actions of one are contrary to the other so that one or both of them are mutually disturbed. In other words, conflict in organizations inevitably occurs because of differences, changes, and contradictions in goals.

Conflict can occur between individuals and individuals, between groups and groups and even between organizations and organizations. If two individuals or groups each hold different views then conflict will occur (Muspawi, 2014). Therefore, for conflict to have a positive meaning, good management is needed to obtain beneficial results for the individual/group (Handoko, 2016).

Conflict management is a series of actions and reactions between actors and outside parties in a conflict (Heridiansyah, 2014). Conflict management includes a process-oriented approach that focuses on forms of communication (including behavior) from actors and external parties and how they influence interests and interpretations (Rialmi, 2021). For external parties (outside those in conflict) as third parties, what they need is accurate information about the conflict situation. This is because effective communication between actors can occur if there is trust in the third party (Asnofidal, 2020).

According to Ross (1993), conflict management is the steps taken by actors or third parties in order to direct disputes towards certain results which may or may not produce an end in the form of conflict resolution and may or may not result in calm, positive, creative things, consensual, or aggressive. Conflict management can involve self-help, cooperation in solving problems (with or without the help of a third party) or decision making by a third party (Widyastuti, 2017). A process-oriented approach to conflict management refers to the communication patterns (including behavior) of actors and how they influence the interests and interpretation of the conflict (Mudzakkar, 2021).

Companies that try to implement conflict management strategies are apparently able to create harmonious working relationships by respecting each other's differences, being willing to accept input for the good of organizational goals, caring for and respecting each other's feelings and building open communication with each other with full sincerity (Kwantes et al., 2008). These efforts will have a positive impact on the psychology of individuals and work groups because there is a

feeling of involvement and appreciation for the abilities and skills possessed which will be utilized to achieve the goals expected by the company/institution so that of course the results of these efforts will have an impact on improving performance, both individual and group performance. work (Wartini, 2015). Performance can be defined as a performance which is the result of the work of individual or group employees where the real behavior displayed is in accordance with their role in the organization (De Dreu & Weingart 2003). Meanwhile, according to Sudarma (2012), performance is defined as something that is done, whether a product/service produced by a person or a group of people.

The aim of this research is to explore and analyze conflict management strategies in the workplace with a focus on how the implementation of these strategies can contribute to achieving organizational goals. Through this research, it is hoped that in-depth insights can be found regarding various effective and sustainable conflict handling methods in the work environment. The benefits of this research include providing practical guidance for leaders and managers to manage conflict efficiently, create a harmonious work environment, and increase employee productivity. In addition, this research also has the potential to contribute to the conflict management literature by providing further understanding of the application of conflict management strategies that can be adopted by organizations to achieve their goals.

METHOD

In this research, qualitative research methods were used as the main approach. This method is believed to better support efforts to answer the questions asked in this research. For this type of research, a descriptive analytical research method is used where existing phenomena are explained into a more detailed description and then analyzed further by the researcher (Yulianah, 2022). Thus, this research produces knowledge that is in accordance with phenomena that occurred from the past to phenomena that have appeared recently. Qualitative data collection techniques basically involve primary data and secondary data. In collecting primary data, researchers conduct in-depth interviews to collect information about the problem that has been formulated, while secondary data is taken and analyzed from existing data conducted by other researchers. The data collection method for this research is by searching for data through library research, such as books, journals, articles, online books and journals, as well as official websites related to research.

RESULTS AND DISCUSSION

More specifically in the world of work, conflict is a situation where there are differences of opinion, interests or goals between individuals or groups in an organization. This can be caused by various factors, such as differences in values, work styles, needs, or limited resources

(Dalimunthe, 2016). Conflict management is a process carried out by the Human Resources division to identify, overcome, resolve and prevent conflicts that occur within the organization. The aim is to create harmony and cooperation between individuals or groups involved in conflict, so that the negative impact of the conflict can be minimized (Tumengkol, 2017). The following is a conflict management strategy in the workplace that aims to achieve organizational goals.

1. Avoid

This strategy involves efforts by one or both parties to avoid direct conflict. This situation often occurs when the parties involved realize that conflict will not provide positive benefits and can be detrimental to mutual prosperity. In this context, parties may choose to avoid unnecessary confrontation with the aim of maintaining stability and harmony in the work environment.

A conflict-avoidant approach can be beneficial in some situations, especially when the underlying issue is not very significant or when the time and energy required to resolve the conflict outweighs the positive impact it may have. However, it is important to note that while avoidance can reduce short-term tension, if not elaborated well, this strategy can lead to bigger problems in the future.

In implementing an avoidance strategy, open and transparent communication between the parties involved is key. A shared understanding of the reasons behind the choice to avoid conflict can prevent the emergence of mistrust and ensure that decisions are taken with careful consideration. Therefore, although avoiding conflict may be a wise choice in some contexts, managers and organizational leaders need to ensure that this approach does not hinder the organization's ability to grow and adapt in the long term.

2. Accommodating

The workplace conflict management strategy known as "Accommodating" reflects an individual or party's efforts to adjust to another party without expressly expressing their own opinions or desires. This approach arises when one party considers it important to maintain good relations and avoid potential confrontations that could hinder cooperation.

In situations where an accommodative strategy is applied, individuals or parties using this approach may place the interests and needs of other parties above their own personal interests. They may be willing to give in or adjust to create a more harmonious and cooperative work environment. While these actions can create a positive atmosphere in the workplace, it is important to remember that the advantage of using accommodative strategies is the risk of sacrificing one's own interests, which in turn can be detrimental to the growth and achievement of individual or organizational goals.

In the context of conflict management, it is important for individuals or managers implementing accommodative strategies to maintain a healthy balance between the desire to maintain good relations and the need to voice their perspectives and interests. Open

communication remains crucial, even when using accommodative strategies, to ensure that decisions taken do not result in disagreement or ambiguity among the team or organization. Thus, while accommodation can be an effective response in some situations, tact is needed to ensure that the interests of all parties are respected and taken into account.

3. Collaborate

The conflict management strategy known as “Collaborate” highlights the importance of assertiveness and cooperation in resolving conflict in the workplace. Collaborating involves the joint efforts of all parties involved to find a solution that satisfies all interests, without compromising relationships or the quality of the team's work. This approach creates a platform where differences of opinion are seen as opportunities to generate new ideas and more innovative solutions.

In this context, individuals or teams implementing a collaborative strategy seek to understand each other's points of view and create solutions that combine the interests of all parties. This requires open communication, respect for diversity of views, and a willingness to seek solutions together. Collaboration strategies not only create better conflict resolution, but also strengthen relationships between team members and increase the sustainability of collaboration in the future.

However, it is important to remember that while collaborating can produce more satisfying results, it requires substantial time and effort from all parties involved. In addition, the success of a collaboration strategy also depends on the level of trust and relationship building that already exists between team members or individuals. Therefore, managers need to create an environment where a culture of collaboration is valued and strengthened, and provide sufficient support to ensure that all parties feel heard and respected in conflict resolution efforts.

4. Negotiation

A conflict management strategy called “Negotiation” is an approach in which both parties engage in open and active conversations to find mutual solutions to disputes that arise in the workplace. Negotiation creates a framework in which the parties involved can voice interests, align perceptions, and reach an agreement that is adequate for all parties.

Essentially, negotiation involves the exchange of ideas, demands, or preferences with the goal of reaching a mutually beneficial agreement. This process may involve adjustments, compromises, or finding creative solutions that meet the needs of all parties without compromising individual interests. The success of negotiations lies not only in the final outcome, but also in the ability of the parties involved to listen, understand, and respect each other's perspectives.

Negotiation can be an effective means of resolving conflict because it creates space for the parties involved to formulate a joint solution. However, it is important to remember that successful negotiations require openness, cooperation and mutual understanding

from all parties involved. A manager or mediator may also be needed to facilitate the negotiation process, ensuring that the dialogue is balanced and contributes to achieving a sustainable solution. By adopting thoughtful negotiation strategies, organizations can create an environment that supports collaboration, minimizes costly conflict, and promotes productivity and harmony in the workplace.

5. Distributive Negotiations

Distributive negotiation is a conflict management strategy that focuses on dividing limited assets or resources between the parties involved. In a company context, this strategy can be applied when there is a need to divide resources or allocate assets in a predetermined amount. This approach involves negotiating to reach an agreement regarding fair and equitable distribution, even though available assets are limited.

In distributive negotiations, the parties involved try to reach an agreement that benefits each party, and often engage in bargaining to achieve a satisfactory outcome. The key to this strategy is to reach an agreement that maximizes value for each party while considering the limitations of existing resources.

Although distributive negotiations can produce fair and practical solutions in the context of limited resource allocation, it is important to remember that this strategy can also generate tension and competition between the parties involved. Therefore, it is important to ensure that the negotiation process is carried out with transparency, fairness and openness. Effective management of this strategy involves the ability to understand the needs and interests of each party, while finding ways to achieve a balanced distribution that benefits all parties involved.

Furthermore, any conflict management in the workplace can be managed in several ways. Here are some ways to manage conflict in the workplace.

1. Understand the Situation

Conflict within an organization can indeed become a potentially detrimental and even dangerous condition if not managed wisely. In this context, conflict often triggers emotional reactions that can result in losing one's mind and acting aggressively. When individuals are involved in conflict, their rational ability to process information and make decisions can be hampered, increasing the risk of error and potential harm to the organization.

The importance of a deep understanding of conflict is the key to managing it effectively. Without a proper understanding of the root causes, dynamics and impacts of conflict, any action taken may only make the situation worse. Therefore, organizations need to encourage a culture of understanding and open communication, so that each individual can recognize conflicts early and seek constructive solutions. With in-depth understanding, organizations can take preventive steps, implement appropriate conflict management strategies, and minimize the risk of disharmony that can destroy the overall health of the organization.

2. Acknowledge the Problem

Understanding the situation is a crucial first step in conflict management, but true success lies in the ability to drill down and understand the root cause of the problem. Sometimes, an issue that may seem small to one individual can have a significant and detrimental impact on other individuals or even the entire organization. Therefore, effective conflict management involves a thorough analysis of every level of problem that may arise.

The analysis process must include identifying the root causes of conflict, including factors that may trigger tensions. Management must look at problems from multiple perspectives to ensure that not even a small detail is overlooked. Thus, a thorough understanding of the problem can help in formulating a more effective and sustainable resolution strategy.

In managing conflict, it is important to adopt a holistic and proactive approach. Involving stakeholders, listening with empathy, and creating space for open discussion can help gain a better understanding of the complexity of the issue. By engaging in a thorough analysis of the root causes of conflict, management can take appropriate steps to prevent, manage and resolve conflict in a way that supports sustainability and harmony in the workplace.

3. Patience

The views of high thinkers emphasize the importance of patience in the decision-making process for managers. They argue that decisions taken in haste, even if they involve a thorough understanding of the problem, can result in inappropriate actions. A careful and thorough information gathering process is considered a crucial foundation before managers take actions that can influence the direction and outcome of a situation.

Patience in gathering data and information gives managers an edge in understanding the deeper implications of every decision taken. Although it may seem like it takes extra time, this process allows managers to make more informed and strategic decisions. Therefore, patience is considered a factor that allows managers to "win even losing games," because decisions taken carefully and planned can have a positive impact in the long term. This view views patience as an essential quality for managers in navigating the complexity of business challenges and making decisions that support organizational growth and sustainability.

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CONCLUSION

Conflict management in the workplace is a crucial aspect in ensuring the health and sustainability of an organization. Emphasis on deep understanding of the root causes of conflict, prevention strategies, and wise resolution are essential steps in managing conflict situations. Various conflict management strategies, such as avoidance, accommodating, collaboration, negotiation, and distributive negotiation, can be applied according to context to achieve organizational goals. Deep understanding of the problem and patience in the decision-making process are the keys to designing effective and sustainable solutions. The importance of open communication, managing differences, and creating an organizational culture that supports constructive conflict also stands out as important factors in preventing conflict escalation that could be detrimental to the organization. Thus, effective conflict management can create a healthy work environment, increase productivity, and advance the organization's shared goals.

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