

Conflict Management Strategies in Human Resources Management Work Teams

Budi Rismayadi

Buana Perjuangan University, Karawang, Indonesia

Article Information

Article History:

Received, 3 April, 2024

Revised, 14 April, 2024

Accepted, 15 April, 2024

Published, 16 April, 2024

Corresponding Author:

Budi Rismayadi

Buana Perjuangan University,
Karawang, Indonesia.

Email:

budi.rismayadi@ubpkarawang.
ac.id

ABSTRACT

This research aims to investigate effective conflict management strategies in the context of human resource management (HR) work teams. Conflict in the workplace, especially in HR teams, can be a significant challenge that affects productivity and harmony among team members. This research uses a qualitative approach with descriptive methods. The research results show that the implementation of conflict management strategies in human resource management work teams has a significant positive impact in improving harmonious and productive working relationships in the workplace. By implementing an open communication approach, teams can easily share information, express opinions, and resolve conflicts more effectively. Collaborative conflict resolution also allows team members to work together to find a solution that is satisfactory for all parties involved, thereby reducing the possibility of larger conflicts arising in the future. Additionally, through developing communication skills, team members can improve their ability to listen, express thoughts clearly, and understand others' perspectives, all of which are important aspects of managing conflict wisely.

Keywords: Conflict Management, Work Team, Human Resource Management, Strategy, Resolution

1. INTRODUCTION

One indicator of an organization's success is reflected in the performance produced in a comprehensive manner. This performance covers various aspects, starting from financial aspects, human aspects, work method aspects, to a conducive environment (Wartini, 2015). Financial aspects include profitability, revenue growth and spending efficiency. Meanwhile, the human aspect includes the level of employee satisfaction, workforce retention and career development. In addition, aspects of work methods include the effectiveness of business processes, innovation, and adaptation to market changes. A conducive environment includes an inclusive organizational culture, open communication, and environmental sustainability (Rachmanu & Ridlwan, 2018).

Optimal performance in all these aspects shows that the organization is able to manage resources efficiently, utilize employee potential well, and adapt to environmental changes (Azmy, 2015). The key to achieving this comprehensive performance is to maintain a balance between the various factors that influence the overall operations of the organization. By paying attention to all these aspects holistically, an organization can build a solid foundation for long-term growth and sustainability (Lubis et al, 2023). Therefore, comprehensive performance measurement becomes important in evaluating an organization's overall success.

In the workplace, diverse employee backgrounds are often a predictable trigger for conflict. For example, employee dissatisfaction with a performance evaluation system that is considered unfair or less transparent often triggers conflict between employees and management (Heridiansyah, 2014). This kind of conflict not only disrupts the relationship between employees and management, but can also damage the overall work climate. When conflict is not handled appropriately and prevented from recurring in the future, its impact can be detrimental to employee productivity and overall well-being (Dalimunthe, 2016).

The importance of effective conflict management in the workplace cannot be denied. Proper handling not only reduces tension in the work environment, but also creates a more harmonious relationship between employees and management (Margaretha, 2019). Proactive preventive measures, such as providing

mechanisms for employee feedback, clarifying policies and procedures, and providing training on conflict management, can help prevent costly conflicts from occurring in the workplace. Management's role in managing conflict is not only limited to resolving existing conflicts, but also includes proactive prevention efforts to ensure a healthy and productive work environment for all employees (Suryani & Yoga, 2019).

Conflict management is a very important process carried out by the Human Resources (HR) division in a company. This process aims to identify, overcome, resolve and prevent conflicts that may arise in the work environment (Sholihah, 2020). Through conflict management, HR acts as a mediator to help individuals or groups involved in a conflict to reach a satisfactory solution for all parties. The main goal is to create harmony and cooperation among the team members or departments involved, so that the negative impact of conflict, such as decreased productivity or tension in the workplace, can be minimized (Mangkuprawira, 2021).

In practice, conflict management involves various strategies and techniques, ranging from mediation, negotiation, to communication skills training. HR is also responsible for creating clear policies and procedures regarding handling conflict, as well as providing training to increase awareness and skills in managing conflict among employees (Fauzi & Manao, 2023). With a proactive and comprehensive approach to conflict management, HR can help create a conducive work environment, where collaboration, innovation and optimal performance can thrive. Therefore, the role of HR in conflict management is not only important to maintain harmony in the workplace, but also to support the long-term success of the company as a whole (Siregar & Unsriyah, 2021).

Conflict management strategies are important in creating improvements in personal relationships which have a direct impact on completing work in the work environment. According to Kwantes et al. (2008), there are five main strategies in managing conflict, namely obliging, integrating, avoiding, dominating, and sacrificing. Implementation of these strategies can have a significant impact on individual and group performance. By respecting differences, accepting input for the good of the organization, maintaining open communication, and respecting each other (Anita et al, 2022). The positive impact of these efforts is not only felt psychologically for individuals and work groups, but also contributes to increased performance, both individually and collectively.

The definition of performance has many dimensions depending on the perspective used. According to De Dreu and Weingart (2003), performance can be interpreted as performance that reflects the results of individual or group work, where the behavior displayed is in accordance with each individual's role in the organization. Meanwhile, according to Sudarma (2012), performance is the result of products or services produced by individuals or groups. Thus, performance not only includes aspects of measurable final results, but also reflects the extent to which individuals or groups are able to demonstrate their abilities, skills and commitment in achieving organizational goals. By managing conflict effectively and strengthening relationships between individuals and groups, companies can create a work environment that supports overall performance improvement (Irawati, 2007).

The aim of this research is to identify and analyze effective strategies for managing conflict in HR work teams. This research aims to provide deeper insight into how HR managers can manage conflict effectively to create a harmonious and productive work environment. The benefit of this research is that it provides practical guidance for HR managers and HR practitioners in choosing and implementing appropriate conflict management strategies, so that they can improve team performance and minimize the negative impact of conflict on productivity and harmony in the workplace.

2. LITERATUR REVIEW

Conceptually, the meaning of conflict management can be defined as a process, art and science and all the resources available to an individual, group or organization to achieve the goal of managing conflict. According to Ross (1993), conflict management is the steps taken by perpetrators or third parties to direct disputes to certain results which can be in the form of conflict resolution and produce calm, positive, creative, consensus or aggressive actions. Wirawan defines conflict management as the process of parties involved in a conflict or third parties developing conflict strategies and implementing them to control the conflict in order to produce the desired resolution.

Meanwhile, according to Fisher (1997), conflict transformation is used more generally in describing conflict management which includes four activities, namely conflict prevention to prevent the emergence of violent conflicts, conflict resolution to end violent behavior through peaceful agreements, conflict management to limit and avoid violence by encouraging change. positive behavior for the parties involved, as well as conflict resolution to deal with the causes or aggressively. Based on the definition above, the author can interpret that conflict management is the steps taken by perpetrators or third parties in directing disputes to certain results which can be in the form of conflict resolution and produce calm, positive, creative, consensus or aggressive.

3. RESEARCH METHOD

This research uses a qualitative approach because the aim is to describe in depth the phenomena observed in the context of conflict management in HR work teams. Qualitative research methods are considered "research procedures" that produce descriptive data in the form of written or spoken words from a number of people and observed behavior (Yulianah, 2022). This method is often considered a naturalistic research method because it is carried out in natural settings, and is often called an ethnographic method because it was originally used more in cultural anthropology. This research is included in the type of qualitative descriptive research, which aims to explain phenomena in depth through data collection without the need to look for additional samples if the data that has been collected is deep enough. Researchers will create actor categories, observe symptoms, and record them in their observation books, then analyze and interpret the data to provide responses regarding existing communication strategies in the context of conflict management in HR work teams (Narbuko & Achmadi, 2007).

4. RESULTS AND ANALYSIS

Effective conflict management for employees has a significant impact in creating positive and conducive relationships in the work environment. When conflict is managed well, a harmonious work atmosphere will be created where employees feel valued and supported by fellow team members. The existence of interdependence between co-workers makes employees feel as part of a solid team in achieving common goals. In this context, this sense of mutual need will encourage strong collaboration and cooperation between team members, which will ultimately improve overall team performance. Therefore, effective conflict management not only brings individual benefits to employees, but also helps strengthen overall team performance in achieving optimal results (Badawi, 2014).

To create and improve both individual and team performance, strategies for managing conflict are a must. With an effective strategy, conflicts can be faced and resolved without causing significant losses to all parties concerned. The negative impacts of conflict such as personal psychological losses for employees, loss of relationship values between co-workers, and losses for the company or organizational institution as a whole can be minimized or even avoided with proper conflict management. Therefore, implementing strategies in managing conflict not only helps maintain individual psychological stability, but also strengthens relationships between team members and supports the overall performance of the company or organization (Marisyah, 2022).

Several forms of conflict management strategies that can be applied in human resource management work teams include:

a. Open Communication

Open communication is an essential form of conflict management strategy in human resource management work teams. By opening clear and open channels of communication between team members, individuals feel more comfortable raising any issues, concerns, or disagreements that may arise. This helps prevent the buildup of unexpressed tension and allows teams to address issues quickly before they escalate into larger conflicts. Open communication also strengthens trust between team members, as they feel heard and valued, and allows for clarification and better understanding between each other.

In addition, open communication also facilitates a more effective conflict resolution process. With open communication channels, team members can easily discuss to find mutually beneficial solutions. They can convey their perspectives and interests directly, making it possible to achieve better understanding between all parties involved. In addition, open communication also helps reduce misunderstandings and encourages better collaboration in resolving conflicts. Thus, an open communication strategy not only minimizes conflict, but also strengthens relationships between team members and improves overall team performance.

b. Collaborative Conflict Resolution

Collaborative conflict resolution is an important strategy in conflict management in human resource management work teams. In this approach, team members are encouraged to work together to find a solution that satisfies all parties involved in the conflict. By involving all team members in the conflict resolution process, each individual has the opportunity to express their interests, concerns, and hopes, making it possible to reach a more comprehensive and sustainable agreement. A collaborative approach also promotes teamwork and cooperation, as team members learn to work together to face challenges and resolve conflicts together.

Apart from that, collaborative conflict resolution also brings long-term benefits to work teams. By involving team members in the decision-making and conflict resolution process, they feel more motivated and involved in achieving common goals. This can increase the sense of ownership of the resulting solution and strengthen relationships between team members. Additionally, collaborative conflict resolution allows teams to learn from conflict experiences and build skills in communicating, negotiating, and working together in challenging situations. Thus, collaborative conflict resolution strategies not only help resolve existing conflicts, but also strengthen teamwork and improve overall team performance.

c. Communication Skills Development

Developing communication skills is a key strategy in conflict management in human resource management work teams. By providing training and communication skills development to team members, they can improve their ability to communicate effectively. This includes listening skills, conveying opinions clearly, and managing emotions constructively during communication. With better communication skills, team members can more easily express concerns, understand others' perspectives, and achieve better understanding in conflict situations. Additionally, developing communication skills also helps reduce the possibility of misunderstandings and improves team members' ability to negotiate and reach mutually beneficial agreements.

Furthermore, better use of communication skills can also strengthen relationships among team members. With the ability to communicate effectively, team members can build better relationships based on mutual understanding, trust, and respect. They can also more easily resolve conflicts directly and build strong collaboration in facing the challenges the team faces. Over time, developing communication skills can create a work culture based on open communication, collaboration, and joint problem solving, which in turn will improve overall team performance. Therefore, the strategy of developing communication skills is an important step in effective conflict management in human resource management work teams.

d. Use of Mediation

The use of mediation is an important strategy in conflict management in human resource management work teams. Mediation involves the presence of a neutral, trained mediator to help team members resolve conflicts in a manner that is peaceful and satisfactory for all parties involved. The mediator acts as a discussion facilitator between team members involved in a conflict, helping them to identify differences, find points of agreement, and reach a solution that is acceptable to all parties. With mediation, conflicts that may escalate into larger ones can be resolved more effectively, while relationships between team members can be maintained or even strengthened.

Additionally, the use of mediation also promotes collaborative problem solving and improved relationships among team members. In the mediation process, team members are taught to listen empathetically, understand other people's perspectives, and find solutions together. This not only helps resolve current conflicts, but also builds communication and collaboration skills among team members to resolve future conflicts. Mediation also allows teams to learn from conflict experiences, increases understanding of team dynamics, and strengthens overall team performance. Thus, a mediation strategy is an effective step in creating a harmonious and productive work environment in the human resources management work team.

e. Establishment of Norms and Procedures

Establishing clear norms and procedures related to conflict resolution is an important strategy in conflict management in human resource management work teams. These norms and procedures provide consistent guidance for team members in dealing with conflict, ensuring that each conflict is handled in a structured and fair manner. By having clear norms and procedures, team members can have a common understanding of how conflict should be handled, including the steps to be taken and the resolution process. This helps reduce uncertainty and confusion in dealing with conflict, while ensuring that the resulting resolution remains consistent with the organization's values and goals.

In addition, establishing norms and procedures also helps create a work culture that is based on resolving conflicts constructively and collaboratively. By promoting norms that value cooperation, mutual understanding, and peaceful resolution, teams can strengthen relationships between members and build trust among them. These norms also help encourage team members to communicate openly, express problems more easily, and work together to reach solutions that are acceptable to all parties. Over time, a work culture based on these clear norms and procedures will help create a more harmonious and productive work environment, where conflict can be handled effectively without disrupting the team's overall performance.

f. Increase Awareness and Empathy

Increasing awareness and empathy among team members is a key strategy in conflict management in human resource management work teams. By increasing awareness of others' feelings and perspectives, team members become better able to understand different points of view and respond more empathetically to others' feelings and needs. This helps reduce conflict caused by a lack of understanding or insensitivity to the feelings and perspectives of others, while promoting more harmonious and supportive relationships among team members.

Additionally, increasing awareness and empathy also allows team members to deal with conflict in a more constructive way. By understanding that each individual has unique needs, concerns, and desires, team members can seek solutions that address the interests of all parties involved. Additionally, increasing empathy also helps encourage more open and honest communication between team members, as they feel heard and understood. Thus, increasing awareness and empathy among team members not only helps reduce conflict, but also strengthens relationships and cooperation within human resource management work teams.

g. Understanding Differences

Forming actor categories, observing symptoms, and recording in observation books is part of a conflict management strategy known as developing skills in creating a conducive environment. In this strategy, the

human resources management work team adopts a more analytical and structured approach to dealing with conflict. By establishing categories of actors involved in the conflict, team members can more clearly understand the dynamics of the conflict and identify its causes. In addition, by observing symptoms and recording them in an observation book, the team can track conflict patterns that arise periodically and understand the factors that influence the emergence of these conflicts.

Through in-depth analysis of the data collected, the team can develop more effective strategies for managing future conflicts. By understanding conflict patterns and the factors that influence them, teams can take preventive or proactive actions to prevent unwanted conflict escalation. In addition, this strategy also allows the team to carry out interventions that are timely and appropriate to the specific context of the conflict that occurs. Thus, developing skills in observing and recording conflict becomes an important part of the team's efforts in creating a conducive work environment and managing conflict more effectively in human resource management work teams.

5. CONCLUSION

Conflict management in human resource management work teams requires a holistic and strategic approach to achieve organizational goals effectively. From the various strategies that have been discussed, it can be concluded that the importance of open communication, collaborative conflict resolution, developing communication skills, using mediation, establishing norms and procedures, increasing awareness and empathy, as well as developing skills in observing and recording conflict. All of these strategies aim to create a harmonious work environment, where conflicts can be resolved well without disrupting overall team performance. Through implementing these strategies, human resource management work teams can minimize the negative impact of conflict, strengthen relationships between team members, and improve performance both individually and collectively. Thus, effective conflict management is not only the key to achieving organizational goals, but also to creating a positive and productive work environment for all parties involved.

REFERENCES

- Anita, A., Putri, A., Harahap, N., & Murtafiah, N. H. (2022). Manajemen Konflik Dalam Meningkatkan Produktivitas Organisasi Lembaga Pendidikan Islam. *At-Tajdid: Jurnal Pendidikan Dan Pemikiran Islam*, 6(2), 135-147.
- Azmy, A. (2015). Mengembangkan human resource management yang strategis untuk menunjang daya saing organisasi: perspektif manajemen kinerja (performance management) di bank syariah. *Binus Business Review*, 6(1), 78-90.
- Badawi, A. (2014). Pengaruh Lingkungan Kerja, Disiplin Kerja, dan Motivasi Kerja terhadap Kepuasan Kerja serta Implikasinya pada Kinerja Guru. *Kontigensi: Jurnal Ilmiah Manajemen*, 2(1), 17-27.
- Dalimunthe, S. F. (2016). Manajemen konflik dalam organisasi. *Jurnal Bahas Unimed*, 27(1), 78255.
- De Dreu, C. K., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis. *Journal of applied Psychology*, 88(4), 741.
- Fauzi, A., & Manao, M. (2023). Faktor Kebijakan Kedisiplinan Sumber Daya Manusia, Corporate Social Responsibility "Csr", Peningkatan Pemberdayaan Sumber Daya Manusia Dan Tanggung Jawab Sosial Terhadap Kesejahteraan Karyawan Pada PT. SKM. *Jurnal Akuntansi Dan Manajemen Bisnis*, 3(2), 67-80.
- Fisher, R. J. (1997). *Interactive conflict resolution*. Syracuse University Press.
- Heridiansyah, J. (2014). Manajemen konflik dalam sebuah organisasi. *Jurnal STIE Semarang (Edisi Elektronik)*, 6(1), 28-41.
- Irawati, D. (2007). Manajemen konflik sebagai upaya meningkatkan kinerja teamwork dalam organisasi. *SEGMEN: Jurnal Manajemen dan Bisnis*, (2).
- Kwantes CT, Karam CM, Kuo BCH, Towson S. 2008. Organizational citizenship behaviors: The influence of culture. *Journal of Intercultural Relations*, 32 : 229- 243.
- Lubis, A. M., Pane, D. A., & Nurjanah, P. (2023). Analisis Balanced Scorecard Sebagai Alat Pengukur Kinerja Perusahaan (Studi Kasus Pada Pt Toyota Astra Motor). *Trending: Jurnal Manajemen dan Ekonomi*, 1(1), 209-228.
- Mangkuprawira, T. S. (2021). *Horison bisnis, manajemen, dan sumberdaya manusia*.
- Margaretha, Y. (2019). Manajemen konflik pada perusahaan keluarga (studi kasus pada perkebunan x). *Jurnal Manajemen Maranatha*, 18(2), 135-142.
- Marisya, F. (2022). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Al Bilad Tour And Travel, Sumatra Selatan. *MAMEN: Jurnal Manajemen*, 1(4), 576-585.
- Narbuko, C., & Achmadi, A. (2007). *Metodologi Penelitian*, Bumi Aksara.
- Rachmanu, E. D., & Ridlwan, A. A. (2018). Budaya Organisasi dan Kinerja Karyawan: Perspektif Ekonomi Islam. *Ekspektra: Jurnal Bisnis dan Manajemen*, 2(2), 170-180.

- Ross, M. H. (1993). *The management of conflict: Interpretations and interests in comparative perspective*. Yale university press.
- Sholihah, V. M. (2020). Peran Manajemen Sumber Daya Manusia Dalam Mengelola Pergantian Karyawan. In Seminar Nasional Arah Manajemen Sekolah Pada Masa Dan Pasca Pandemi Covid-19.
- Siregar, F. A., & Usriyah, L. (2021). Peranan komunikasi organisasi dalam manajemen konflik. *Idarah (Jurnal Pendidikan Dan Kependidikan)*, 5(2), 163-174.
- Sudarma K. 2012. *Strategi Membangun Kompetensi Terhadap Kinerja Organisasi Dampaknya Pada Pembelajaran Organisasi*. Semarang (ID): Unnes.
- Suryani, N. K., & Yoga, G. A. D. M. (2019). Konflik dan stres kerja dalam organisasi. *Widya Manajemen*, 1(1), 99-113.
- Wartini, S. (2015). Strategi manajemen konflik sebagai upaya meningkatkan kinerja teamwork tenaga kependidikan. *Jurnal Manajemen dan Organisasi*, 6(1), 64-73.
- Wirawan, W. (2009). *Konflik dan manajemen konflik: Teori, aplikasi, dan penelitian*. Jakarta: PT Bumi Aksara.
- Yulianah, S. E. (2022). *Metodelogi Penelitian Sosial*. CV Rey Media Grafika.