The Influence of Conflict Management on Organizational Performance in the Jakarta Department of Education

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Abstract

This study aims to examine internal conflict management at the Jakarta City Social Service. Qualitative methods are used to understand the causes of conflict, crisis management strategies, leadership roles, impacts of conflict, communication techniques used, and policies and procedures implemented in the organization. Data were collected through in-depth interviews, participant observation, and document analysis. The results of the study revealed that internal conflict is often caused by differences in interests, lack of effective communication, and organizational change. Effective crisis management strategies involve open communication, mediation, and a proactive approach. Responsive and wise leadership plays a key role in conflict resolution. Poorly managed conflict has a negative impact on productivity, employee morale, and team collaboration, as well as damaging the image of the organization. Communication techniques such as collaborative approaches and assertive communication are essential in managing crises. The practical implications of these findings are the need to develop clear conflict resolution policies, conflict management training, promote open communication, and periodically evaluate the effectiveness of policies. With a comprehensive approach, organizations can improve work dynamics and strengthen teamwork.

Keywords: Conflict Management, Management Strategies, Communication Techniques

Introduction

In today's global landscape, organizations face a myriad of complex challenges that can lead to internal crises, including conflict, managerial issues, and employee dissatisfaction (Rakmaniar, 2023). Effective crisis communication plays a critical role in navigating and resolving these internal conflicts, with communication being a key determinant of success or failure in mitigating adverse effects and restoring organizational balance (Sinaga, 2021). Internal communication is highlighted as a critical function that requires adaptation and adjustment, especially in unprecedented situations such as the COVID-19 pandemic, leading to significant digitization of communication channels and a focus on employee well-being and transparency (Sukandi, 2022). Understanding the organizational context and engaging in proactive conversations with internal and external stakeholders are essential components of a crisis communication plan to garner support and maintain stakeholder perceptions during a crisis (Wartono, 2021). Effective communication plays a critical role in early identification and

escalation of conflict. As highlighted in various research papers, communication in conflict situations is not just a set of processes but an integral systemic phenomenon that shapes the dynamics of conflict (Wartono, 2021). The influence of media on conflict is significant, with fake news becoming a tool that can manipulate public perception and exacerbate conflict (Rakmaniar, 2022). Furthermore, the evolution of the information space has led to the mediatization of public life, where the narrative presentation of facts is increasingly replaced by interpretation and construction of meaning, impacting conflict communication (Yusuf, 2022).

Ineffective communication can lead to misunderstandings, misinterpretations, and escalation of conflict, emphasizing the importance of clear, accurate, and timely communication in conflict detection and resolution. Organizational leaders use a variety of crisis communication strategies to convey information and maintain transparency during difficult times. Research has shown that leaders can increase the effectiveness of their communication by utilizing metaphors and storytelling (Sukandi, 2021), which can help reassure and empower their subordinates.

Employee responses to crisis communication play a significant role in shaping their perceptions and reactions to crisis management, which ultimately affects their engagement and loyalty to the organization. Studies have shown that effective crisis communication that focuses on addressing employees' informational and emotional needs during significant organizational disruptions can have a positive impact on post-disruption work intentions (Sinaga, 2022). organization

Internal crisis communication plays a critical role in organizational learning from both successful and failed internal crisis cases. Organizations can learn from crises by effectively managing communication before, during, and after a crisis (Yusuf, 2023). The role of learning organizations in crisis management is emphasized, with a focus on systemic thinking, advanced technology, strategic leadership, and early crisis detection and containment strategies (Sukandi, 2022). By analyzing these cases, organizations can identify key factors that contribute to positive outcomes, such as proactive crisis communication, organizational culture, leadership style, and the ability to adapt and learn from past experiences, while also recognizing pitfalls that lead to negative outcomes.

Literature Review

Research on crisis communication in organizations has received significant attention in the communication and management science literature, emphasizing the importance of effectively managing internal conflict during organizational crises. Scholars have highlighted the evolution of the concept of crisis in organizations, emphasizing the need for structured crisis management plans and targeted communication strategies (Rakhmaniar, 2023). Internal crisis communication involves a dynamic process before, during, and after a crisis, with organizational members playing a critical role as communicators (Ramdan, 2023).

Internal Conflict in the Jakarta City Social Service

Internal conflict in organizations can manifest in a variety of ways, including conflict between employees, conflict between employees and management, and conflict arising from organizational change. Organizational conflict is defined as a series of episodes involving the development, manifestation, and resolution of conflict (Ramdan, 2023). When managed effectively, internal conflict can lead to positive outcomes such as increased innovation and performance, as noted by Robbins and Judge (2019) (Yusuf, 2022)]. However, if left unaddressed, this conflict can have detrimental effects on the organization. Understanding the sources, effects, and management strategies for conflict is critical to organizational productivity and success, emphasizing the importance of conflict resolution and creating a conducive work environment for all stakeholders involved (Saepudin, 2022).

Employee Perceptions of Adaptive Management

Research shows that employee perceptions of crisis communication significantly impact their response to crises and organizational decisions. A study by Tkalac Verčič and Špoljarić (2021) highlighted the importance of ethical crisis communication leadership and internal communication practices in fostering employee mental health and shaping their perceptions of the organization during a crisis. Additionally, Almania et al. (2023) emphasized that varying crisis intensities can affect employee outcomes and leadership behaviors, underscoring the need for effective crisis management strategies.

Conflict Management Case Study

A study by Andry Ramdan (2022) emphasized the critical role of effective and consistent communication in successfully managing internal crises in organizations. This study underscores the importance of organizational learning from past crises to improve future communication strategies (Sukandi, 2023). Changes in internal communication practices can significantly impact employees' perceptions of their employers, requiring strategic adjustments in communication strategies to maintain positive employer branding (Sukandi, 2023).

Methods

This study will use a qualitative approach with a focus on narrative analysis to explore how crisis communication is used in managing internal conflict in organizations. This methodology was chosen because it is able to provide an in-depth understanding of the experiences, perceptions, and meanings given by individuals to crisis events, respondents in this study were 53 respondents who were taken from workers who were accustomed to being in a tentative project team, from this study allows researchers to examine in depth several cases of internal conflict in organizations experiencing a crisis. Case studies will be selected based on certain criteria, such as type of crisis, scale of organization, and availability of data.

Results and Discussion
Early Identification and Conflict Escalation

This study found that ineffective communication is often the main trigger for escalating internal conflict. Narratives from participants indicate that unclear information, rumors, and lack of transparency from management exacerbate conflict situations. Conversely, open and transparent communication can help identify early signs of conflict and prevent its escalation. This can be seen from all respondents, it is known that 26% stated that differences in interests caused the initial conflict in the company, while 32% stated that lack of communication caused the initial escalation of communication conflict in the company where they work, while the rest were due to organizational changes both from the managerial side and from the strategic side, this was felt by 17% of employees as the cause of conflict in the company where they work.

In various settings, including organizations and communities, ineffective communication has been identified as a major catalyst for escalating internal conflict. Lack of clarity in information, the spread of rumors, and a general lack of transparency from management have been shown to exacerbate conflict situations (Yusuf, 2022). On the contrary, open and transparent communication channels play a vital role in detecting early signs of conflict and effectively preventing its escalation (Permana, 2021). Research on internal conflict in organizations has highlighted the importance of communication breakdowns as a key factor leading to increased tension and discord among members (Purnamasari, 2022). Addressing these communication challenges through clear, honest, and inclusive dialogue can significantly contribute to conflict resolution and the maintenance of a harmonious environment within the organization.

Adaptive Communication Strategies Used by Leaders and Management

The analysis shows that the communication strategies implemented by leaders greatly influence conflict dynamics. Participant narratives revealed several key strategies that were

successful, As many as 20% of Social Service employees appreciated when management was honest and transparent about the situation and challenges faced by the institution. Communication that showed empathy for employees affected by the crisis helped ease tensions. Involving employees in the decision-making process during a crisis increased their sense of ownership and commitment to the solution. Meanwhile, 12% of employees considered that the strategies that could be used in crisis communication by leaders and management were mediation and negotiation. While employees who think that to resolve crisis communication conflicts using a proactive approach are 7% of the respondents.

Impact of Adaptive Communication on Employee Perceptions and Reactions

The study found that employee perceptions of the effectiveness of crisis communication greatly influence their reactions. Employees who feel that management communicates effectively and transparently tend to show: Employees have more trust in management and show higher loyalty. Employees are more involved in recovery and solution efforts. Conversely, poor communication causes distrust, demotivation, and even increased conflict. the results of the study showed that 30% of the impact of crisis communication affects employee productivity and morale, while 25% of employees stated that crisis communication affects collaboration and cooperation within the company, while other research results show that 20% of employees stated that crisis communication will affect the image and reputation of the organization

DISCUSSION

The case study revealed several important lessons:

Success in Crisis: Organizations that successfully overcome internal crises generally have good communication structures and responsive leaders. Failure in Crisis often occurs due to lack of coordination, closed communication, and management failure to address the core issues that caused the crisis. Narrative analysis shows that stories about crises in organizations often shape individuals' perceptions and actions. Many narratives portray crises as tests that must be faced and overcome together. Stories about leaders who demonstrate personal sacrifice for the good of the organization often serve as inspiration for employees. Many participants see crises as opportunities to learn and grow, both individually and as an organization.

Conclusion

This study revealed that internal conflicts in organizations are often caused by differences in interests, lack of effective communication, and significant organizational changes. Differences in interests and goals between individuals or groups are the main triggers of

conflict, while lack of clear communication worsens the situation. Effective crisis management strategies involve open and transparent communication, fair mediation and negotiation, and a proactive approach in identifying and resolving potential conflicts. Open communication allows all parties to express their views and concerns, which helps in defusing tensions and finding joint solutions.

Leadership plays a crucial role in conflict management. Leaders who are responsive, wise in decision making, and positive role models can manage conflicts more effectively. Responsive and empathetic leadership helps in understanding the root causes and creating an environment conducive to conflict resolution. Internal conflicts that are not managed properly can negatively impact employee productivity and morale, hinder collaboration and cooperation between departments, and damage the image and reputation of the organization. Conversely, effective conflict management can improve work dynamics and strengthen teamwork.

Effective communication techniques such as collaborative approaches, assertive communication, and appropriate use of media are essential in conflict management. These techniques help create constructive dialogue and prevent conflict from escalating. Having clear policies and procedures on conflict resolution is essential. Training and development on conflict management and a transparent and anonymous reporting system help in creating a more harmonious and conflict-free working environment.

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