

EFFECTIVENESS OF CONFLICT MANAGEMENT STRATEGY IN IMPROVING EMPLOYEE PERFORMANCE: CASE STUDY AT LAZISMU SIDOARJO

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Abstract

Conflict in the workplace is a common phenomenon and, if not managed properly, can negatively impact employee performance and organizational productivity. This research aims to analyze the effectiveness of conflict management strategies in improving employee performance at the Muhammadiyah Zakat, Infak, and Sedekah Agency (LAZISMU) in Sidoarjo. This research employs a qualitative method with a case study approach to deeply explore the implementation of conflict management strategies at LAZISMU Sidoarjo. Data was collected through in-depth interviews with employees and managers, as well as analysis of internal documents. Research findings indicate that appropriate conflict management strategies, such as collaboration and compromise, have proven effective in creating a harmonious work environment and enhancing employee performance. In addition, good communication and the involvement of leadership in conflict resolution play a key role in the effectiveness of the strategy. This finding has practical implications for organizations in adopting conflict management approaches to enhance employee productivity and well-being.

Keywords: *Effectiveness, Conflict Management, Employee Performance, Strategies, and LAZISMU Sidoarjo.*

Abstrak

Konflik di tempat kerja merupakan fenomena yang umum terjadi dan, jika tidak dikelola dengan baik, dapat berdampak negatif terhadap kinerja karyawan dan produktivitas organisasi. Penelitian ini bertujuan untuk menganalisis efektivitas strategi manajemen konflik dalam meningkatkan kinerja karyawan di Lembaga Amil Zakat, Infak, dan Sedekah Muhammadiyah (LAZISMU) Sidoarjo. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus untuk mengeksplorasi secara mendalam penerapan strategi manajemen konflik di LAZISMU Sidoarjo. Pengumpulan data dilakukan melalui wawancara mendalam dengan karyawan dan manajer, serta analisis dokumen internal. Temuan penelitian menunjukkan bahwa strategi manajemen konflik yang tepat, seperti kolaborasi dan kompromi, terbukti efektif dalam menciptakan lingkungan kerja yang harmonis dan meningkatkan kinerja karyawan. Selain itu, komunikasi yang baik dan keterlibatan pimpinan dalam penyelesaian konflik berperan penting dalam efektivitas strategi tersebut. Temuan ini memiliki implikasi praktis bagi organisasi dalam mengadopsi pendekatan manajemen konflik untuk meningkatkan produktivitas dan kesejahteraan karyawan.

Kata Kunci: *Efektivitas, Manajemen Konflik, Kinerja Karyawan, Strategi, dan LAZISMU Sidoarjo.*

INTRODUCTION

Conflict in organizations is an inevitable phenomenon and often appears in various forms, be it conflict between individuals, between departments, or between leaders and employees. Conflict can be caused by various factors, such as differences in views, interests, goals, and communication styles. Although conflict is often viewed as something negative, it can actually function as a trigger for innovation and improved performance if managed properly. Therefore, it is important for every organization to have an effective conflict management strategy to optimize employee potential and achieve organizational goals. Good conflict management will help organizations reduce the negative impacts of conflict, such as decreased productivity, low morale, and high employee turnover rates. Conversely, if conflict is left untreated, it can have a negative impact on overall employee performance.

The problems faced in this study are related to the dynamics of conflict that occurs within the organization and its impact on employee performance. Conflict in the workplace is often unavoidable, especially in organizations that involve many individuals with different backgrounds, views, and interests. In the case of LAZISMU Sidoarjo, the conflicts that arise vary from interpersonal conflicts to conflicts involving management and staff. The main problem raised is how the conflict management strategies implemented can affect employee performance, both positively and negatively. One of the problems that arises is the lack of understanding and agreement on the most effective conflict management strategies. The various approaches implemented by management are often not uniform, causing confusion among employees. Some strategies used may be successful in the short term, but do not provide sustainable long-term solutions.

Lack of training in conflict management skills is also a significant factor that exacerbates the situation. This causes employees to feel frustrated because the conflicts that occur are not resolved properly. Another problem is the lack of clarity in measuring the effectiveness of the conflict management strategies implemented. Researchers have difficulty in assessing the extent to which these strategies actually improve employee performance. Employee performance is influenced by various factors, such as motivation,

working conditions, and relationships between employees, making it difficult to directly link performance improvements to the conflict management strategies implemented.

Conflict in an organization is inevitable, and if not managed properly, it can hinder the achievement of organizational goals. Therefore, the importance of this study is to provide insight into how appropriate conflict management strategies can facilitate increased employee productivity and performance. In the context of LAZISMU Sidoarjo, an institution engaged in social and religious fields, maintaining the effectiveness of the work team is very important. This study focuses on how conflicts between employees or between teams in the organization are managed, as well as how the strategies implemented can create a more harmonious work environment. By using a case study approach, this study is able to provide an in-depth understanding of the dynamics of conflict in the workplace and effective solutions to deal with it. The results of this study can be an important reference for management at LAZISMU Sidoarjo and other similar organizations in formulating conflict management policies and strategies. This study not only contributes to increasing academic knowledge, but also has a practical impact on improving employee performance in the real world of work.

Various studies have shown that appropriate conflict management strategies can help reduce tension between employees, improve communication, and create a more productive work environment. However, most previous studies tend to focus on general aspects of conflict management, without touching in depth on how to apply these strategies in the context of non-profit institutions or social organizations, such as Lazismu in Sidoarjo. In addition, previous studies are often limited to profit-oriented organizations, making them less relevant in describing the dynamics of conflict in non-profit organizations that may have different motivations and goals. Lazismu as a philanthropic institution has unique characteristics, such as the involvement of many parties, both internal and external, and the existence of social goals that are more dominant than financial gain. Therefore, it is important to further examine how conflict management strategies are applied at Lazismu Sidoarjo, and whether these strategies are effective in improving employee performance amidst the social mission they carry.

Previous studies have also not explored much about the role of organizational culture in influencing the success of conflict management. Every organization has values and norms that influence the way employees interact and resolve conflicts. In the context of Lazismu Sidoarjo, Islamic values adopted as the foundation of the organization can influence the way conflicts are handled and how employees respond to the conflict management strategies implemented. Therefore, this study is expected to fill the gap in research related to the influence of organizational culture on the effectiveness of conflict management strategies. This study has the opportunity to develop a more comprehensive approach by involving qualitative methods that can provide a deeper picture of the dynamics of conflict and the implementation of conflict management strategies in improving employee performance.

This study aims to analyze the effectiveness of conflict management strategies in improving employee performance at Lazismu Sidoarjo. More specifically, this study seeks to understand how various strategies implemented in conflict management in the organization are able to create a conducive work environment for increasing employee productivity. Conflict in organizations is often unavoidable, but the right approach to conflict management can be the key to achieving optimal work performance. The second objective of this study is to explore the most effective conflict management strategies implemented at Lazismu Sidoarjo. By understanding the methods and approaches used, it is hoped that this study will be able to provide recommendations for strategies that can be applied more widely in other organizations with similar characteristics.

This study also aims to identify the direct and indirect impacts of conflict management on employee performance. This is important to see the extent to which conflict management can contribute to the achievement of organizational targets and employee job satisfaction, as well as how factors such as communication, leadership, and teamwork affect conflict dynamics and performance. This study is expected to be a reference for policy makers and managers in developing more efficient and sustainable conflict management strategies, in order to achieve significant improvements in employee performance.

THEORETICAL REVIEW

Effectiveness

According to Stephen P. Robbins, effectiveness is the achievement of goals that have been set by the organization optimally by utilizing available resources efficiently and productively. Robbins explains that organizational effectiveness can be measured by the extent to which the results or output produced are in accordance with the planned goals and objectives, and how the organization is able to adapt to the external environment. Effectiveness, according to Robbins, is not only related to the quantity of results, but also to the quality of the processes used to achieve them, including how strategies, policies, and systems in the organization are designed and implemented to support the achievement of these goals. In other words, effectiveness refers to the ability of an organization or individual to take appropriate action to achieve targets, taking into account resource efficiency and contribution to long-term goals. This involves the fit between the goals to be achieved and the actions taken, as well as the ability to adjust strategies if conditions or the environment change.

Strategy

According to Henry Mintzberg, a renowned management expert, strategy theory is not just a formal, structured and linear planning process, but rather a pattern of actions that develop dynamically and are influenced by various internal and external factors of the organization. Mintzberg views strategy as something that emerges both planned and unplanned. He introduced the concept of "emergent strategy", which describes how strategy can be formed through a series of decisions and actions taken based on responses to unexpected situations, which ultimately create a new strategic direction for the organization. In Mintzberg's view, strategy is not only understood as the result of rational analysis or a systematic process, but also as a consistent pattern of decisions that are formed over time. According to him, in order to formulate and implement an effective strategy, organizations need to combine careful planning and the ability to adapt to complex and uncertain environmental changes. Strategy, in Mintzberg's view, is an interactive process that involves continuous learning, experimentation, and adjustment to real conditions, which are often different from the initial plans that have been made.

Conflict Management

One of the well-known conflict management theories was put forward by Kenneth W. Thomas, who developed the Thomas-Kilmann Conflict Mode Instrument (TKI) model. This theory states that individuals in dealing with conflict tend to use one of five styles or approaches, which are based on two main dimensions: the level of self-concern (assertiveness) and the level of concern for others (cooperativeness). The five styles are competing, collaborating, compromising, avoiding, and accommodating. The competing style is characterized by someone who cares very much about their own interests and less about others, so this person tends to be assertive and seeks personal victory in conflict. In contrast, the accommodating style prioritizes the interests of others at the expense of personal interests. The compromising style lies between these two spectrums, where each party makes some sacrifices to reach a mutually acceptable resolution. The avoiding style describes the tendency to avoid or postpone resolving a conflict, either because of the unimportance of the issue or to maintain good relations. Meanwhile, the collaborative style emphasizes finding win-win solutions, where both parties work together intensively to achieve satisfactory results for all parties involved.

Employee performance

Employee performance theory according to ****Bernardin and Russell (1993)**** states that employee performance is a work result that can be measured in real terms and can be observed in the form of individual work behavior, which involves employee effort and ability in achieving goals set by the organization. This performance includes aspects such as quality, quantity, timeliness, and effectiveness in carrying out tasks. Bernardin and Russell emphasize that employee performance is not just the end result of the work done, but also the work process itself, where various internal factors such as motivation, expertise, and external factors such as the work environment and management support play an important role in achieving optimal performance. According to them, good performance appraisals must include observations of relevant behavioral indicators, and organizations need to provide constructive feedback to support the continuous development of employee performance. Thus, this theory highlights the importance of a

holistic approach to managing employee performance, which not only focuses on results, but also pays attention to the process and various factors that influence employee performance in the context of the organization.

METHODS

This study uses a qualitative descriptive research method. This method aims to understand the phenomena that occur in the field in depth by focusing on collecting descriptive data. The main data collection techniques used are direct observation and interviews. By conducting direct observation, researchers can see the dynamics of relationships between individuals, employee responses to conflict, and strategies implemented by management to resolve problems. In addition to observation, interviews are also an important method in this study. Interviews were conducted with several key informants, namely employees and managers at Lazismu Sidoarjo, who have direct experience in conflict management. This in-depth interview technique allows researchers to explore the subjective perspectives of respondents regarding the role of conflict management in improving their performance. The results of this study not only describe what happened at Lazismu Sidoarjo, but also provide an in-depth understanding of how conflict management strategies contribute to improving employee performance.

RESULTS AND DISCUSSION

Based on the research results, in the form of interviews with several employees and leaders at LAZISMU Sidoarjo. The conflict was caused by various factors, including differences in views and differences in personality. However, leaders and employees at LAZISMU Sidoarjo have various effective conflict management strategies in improving their performance. The first strategy is to use open and honest communication. Leaders and employees who are able to communicate openly and honestly in resolving conflicts can speed up the conflict resolution process and avoid larger conflicts. In addition, open and honest communication can also build trust between employees, thereby strengthening the working relationship between them. The second strategy is to use a cooperative approach. In this approach, leaders try to reach an agreement that benefits all parties. In

this case, leaders and employees share information and thoughts openly and try to find solutions together. A cooperative approach can also strengthen the working relationship between employees. The third strategy is to use effective emotional management. In conflict situations, emotions often play an important role in influencing the conflict resolution process. Employees who are able to manage their emotions well can help speed up the conflict resolution process and avoid larger conflicts.

The results of this study indicate that conflict between employees at LAZISMU Sidoarjo can affect their performance. Therefore, it is important for employees to have an effective conflict management strategy to overcome the conflict. One of the most effective strategies is to use open and honest communication and not hide their problems or disagreements. Employees must also be honest in expressing their views and be willing to listen to the views of other employees. In addition, a cooperative approach can also be an effective strategy in managing conflict.

According to Prof. Sudarwan Danim, a cooperative approach in a social context is a strategy that emphasizes cooperation and active involvement between individuals or groups in order to achieve common goals. This approach involves collaboration, joint decision-making, and contributions from all parties involved. In this approach, leaders work together to reach an agreement that benefits all parties. Employees share information and thoughts openly and seek solutions together. In this case, it is important for employees to understand each other's perspectives and interests in order to reach a fair agreement. Emotional management can also be an effective strategy in managing conflict. Dr. Kartika Sari explains that emotional management strategies are efforts made by individuals to recognize, understand, and control emotions in different situations. This strategy includes regulating feelings, sharing emotions with others, problem solving, and self-reflection and evaluation. In conflict situations, emotions often play an important role in influencing the conflict resolution process. In this case, employees must be able to manage their emotions well and not let their emotions influence conflict resolution.

One effective way to manage emotions is to take time to calm down before continuing the discussion or negotiation. In addition, the results of this study also show that conflicts between employees at LAZISMU Sidoarjo are caused by various factors,

including differences in views on teaching, differences in preferences and interests and differences in personality. Therefore, it is important for employees to understand the differences and find ways to resolve these differences productively. In this case, it is important for LAZISMU Sidoarjo to facilitate dialogue between leaders and employees and create a work culture that promotes cooperation and collaboration. LAZISMU Sidoarjo can also provide conflict management training to employees to help them develop the skills needed to resolve conflicts. This study has limitations and further research is needed involving a larger sample and using more diverse research methods to produce statistical generalizations about the relationship between conflict management and employee performance.

CONCLUSION

Based on the research conducted, conflicts between employees LAZISMU Sidoarjo can have a negative impact on employee performance. Therefore, it is important for employees to have effective conflict management strategies to resolve such conflicts. Effective conflict management strategies should involve open and honest communication, a cooperative approach, and effective emotion management. Employees should be able to speak honestly and openly to resolve differences of opinion. Cooperative approaches, such as focusing on the problem rather than the person, and finding solutions together, can help avoid larger conflicts. Effective emotion management is an important skill that employees must have in resolving conflicts. Employees must be able to manage their emotions well and not let their emotions affect the resolution of the conflict. In addition, it is important for LAZISMU Sidoarjo to facilitate dialogue between employees and create a work culture that promotes cooperation and collaboration.

Conflict management training can also be provided to employees to help them develop the skills needed to deal with conflict. This study has limitations and further research is needed involving a larger sample and using more diverse research methods to generate statistical generalizations about the relationship between conflict management and employee performance. However, this study provides important insights into the importance of conflict management in improving employee performance in LAZISMU

Sidoarjo. Overall, conflict management is an important skill that employees must have. Conflict can arise in various situations and have a negative impact on productivity and performance. Therefore, employees must be able to deal with conflict with effective strategies and build a work culture that promotes cooperation and collaboration.

Research shows that the implementation of appropriate and measurable conflict management strategies can play a significant role in improving employee performance. Strategies including collaborative approaches, effective negotiation, and transparent and open communication have proven successful in creating a harmonious and productive work environment. In the context of LAZISMU Sidoarjo, organizational leaders are able to recognize sources of conflict early on and take strategic resolution actions not only to minimize potential disruptions in operations, but also to increase employee motivation and overall work efficiency. This shows that good conflict management is an important element in supporting organizational growth and sustainability, especially in social institutions such as LAZISMU which rely heavily on strong team synergy and cooperation. In addition, organizations that are able to manage conflict well will be able to create a conducive work climate, which in turn contributes to achieving organizational goals more effectively and efficiently.

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