



Evaluation of Conflict Management and Its Implications for Employee Productivity at BAPPEDA Langsa City

Maju Kaban, Bernandus Nababan, Bintang Jamudra Purba, Ahmad Fauzi Ritonga, Samuel Fiktor Siahaan & Zenni Riana*

Program Studi Magister Manajemen, Universitas Islam Sumatera Utara, Indonesia

Abstract

This study aims to evaluate conflict management in BAPPEDA Langsa City and its implications for employee productivity. Using a qualitative approach, data was collected through in-depth interviews, observations, and document analysis from 20 employees. The results of the study show that the conflicts that occur are interpersonal and intrapersonal, with a negative impact on employee motivation and mental health. Despite management efforts through open discussions and informal mediation, minimal management support and unclear policies hamper their effectiveness. This study found that conflicts that are not managed properly lead to decreased productivity and increased attendance. The proposed recommendations include increased communication skills training, the development of more concrete conflict management policies, and an encouragement to create a work culture that supports collaboration. This finding is expected to be the basis for BAPPEDA and other government agencies to improve conflict management, thereby creating a more harmonious and productive work environment.

Keywords: Conflict Management; Employee Productivity; BAPPEDA; Organizational Quality; Communication; Work Culture; Work Stress.

How to Cite: Kaban, M., Nababan, B., Purba, B.J., Ritonga, A.F., Siahaan, S.F., & Riana, Z. (2024), *Evaluation of Conflict Management and Its Implications for Employee Productivity at BAPPEDA Langsa City*, *Jurnal Ilmiah Manajemen dan Bisnis (JIMBI)*, 5(2): 338-343.



INTRODUCTION

Amid the dynamics of government organizations, conflict management is one of the crucial aspects to pay attention to. In BAPPEDA Langsa City, an institution responsible for regional planning and development, various internal conflicts often arise due to differences in vision, mission, and goals between employees. These conflicts, while they can be a driver of creativity and innovation, also have the potential to disrupt productivity if not managed properly. Conflicts can arise in various forms, ranging from differences of opinion in meetings to inconsistencies in the implementation of tasks (Fauzi, 2023). In the context of BAPPEDA, this situation is often triggered by high pressure to achieve the targets that have been set. Therefore, it is important to evaluate the conflict management methods implemented in this institution, to understand its impact on employee performance (Sidabutar et al., 2023; Suharyanto et al., 2021).

In the world of work, conflicts do not always have a negative impact. Sometimes, a well-managed conflict can lead to better solutions and boost team morale. However, if left untreated, conflicts can drag on, create an unhealthy work atmosphere, and ultimately reduce employee productivity. This is a challenge for the Langsa City BAPPEDA. For this reason, this study aims to evaluate conflict management in BAPPEDA Langsa City and analyze its implications on employee productivity. Through qualitative and quantitative approaches, it is hoped that this research can provide a clear picture of the existing situation, as well as relevant recommendations for organizational managers.

This evaluation activity involves collecting data through interviews, questionnaires, and direct observation. By involving employees at different levels, the researchers sought to explore their views on existing conflict management and how it affects their daily performance. The data collected is expected to provide valuable insights for the development of conflict management strategies in the future. BAPPEDA, as an institution that plays a role in regional development planning, has a great responsibility to create a conducive working environment. Good quality conflict management will contribute to the creation of better collaboration between employees (Yuniar et al., 2024). In the long run, this will have a positive impact on the productivity and success of the programs run by this institution.

However, the evaluation does not only focus on the negative impact of the conflict. The research will also highlight how conflict can be turned into an opportunity to increase productivity. For example, how different views can be processed into innovative ideas that support the achievement of BAPPEDA's goals. Thus, this evaluation is expected to provide a broader perspective. The importance of effective conflict management is becoming increasingly relevant in the context of rapid social and economic change (Muliadi & Nasri, 2023). In the era of globalization, employees are expected to be able to adapt to various changes and demands (Umar et al., 2024). Therefore, a deep understanding of conflict management will help employees in facing these challenges.

In today's digital era, good communication is the key to avoiding misunderstandings that can trigger conflicts. The use of information and communication technology must be utilized optimally to support conflict management (Agustin et al., 2024). At BAPPEDA Langsa City, the application of this technology will be very helpful in facilitating communication between employees. Furthermore, this study will also discuss the factors that affect conflict management in BAPPEDA. Is there an organizational culture that supports conflict resolution? Or are there any barriers that prevent officials from expressing their opinions openly? The answers to these questions will be an important part of the analysis conducted.

On the other hand, the results of this evaluation are expected to be beneficial not only for the Langsa City BAPPEDA, but also for other government agencies that are facing similar issues. By sharing experiences and best practices, it is hoped that a more productive and harmonious work environment can be created in all government agencies. Finally, through this evaluation, the author hopes to make a positive contribution to the development of the organization in BAPPEDA Langsa City. By understanding and managing conflicts effectively, this institution will be able to achieve the goals that have been set, as well as improve the welfare of employees and society as a whole.

RESEARCH METHODS

This study uses a qualitative approach that aims to explore a deep understanding of conflict management in BAPPEDA Langsa City and its implications for employee productivity (Rukin, 2019). This approach was chosen because it can provide richer insights into social phenomena and interactions between individuals within the organization.

The design of this research is descriptive with various data collection techniques, namely in-depth interviews, observations, and document analysis (Siringo-ringo et al., 2021). This research will focus on employees' experiences, perceptions, and views regarding conflicts that occur and how they are managed.

This research will be conducted at the Langsa City BAPPEDA, which is a local government institution that plays a role in development planning. This location was chosen because of its relevance to the research theme and adequate access to conduct data collection.

The research participants consisted of BAPPEDA employees from various positions and levels. Sampling will be carried out purposively, namely selecting informants who are considered to have relevant knowledge and experience related to conflict management. The number of participants who will be involved is estimated to be between 32 people.

Data Collection Techniques

- **In-Depth Interview:** The interview will be conducted in a semi-structural manner to provide flexibility in digging up information. Questions will revolve around employee experiences related to conflicts, how they are managed, and the impact of conflicts on productivity.
- **Participatory Observation:** The researcher will conduct observations in the BAPPEDA work environment to understand the dynamics of interaction between employees, as well as record situations that trigger conflicts.
- **Document Analysis:** The research will also analyze internal documents, such as annual reports, meeting minutes, and conflict management policies existing in BAPPEDA to provide additional context to the findings obtained from interviews and observations (Miles & Huberman, 1992).

The collected data will be analyzed using thematic analysis techniques. The analysis process is carried out with the following steps (Saleh, 2017):

- Transcript of interviews and observation notes.
- Coding data to identify key emerging themes.
- Group themes based on their similarity and relevance.

Develop a narrative based on the resulting themes to describe the employee's experience and views on conflict management.

RESULTS AND DISCUSSION

General Description

This research involved 20 Langsa City BAPPEDA employees from various levels of position, including managers, staff, and contract employees. Data was collected through in-depth interviews, observations, and document analysis. The data collection process lasted for two months, from April to May 2024.

Based on the data analysis, several key themes emerge regarding conflict management and its impact on employee productivity:

a. Types of Conflicts That Occur

Conflicts that occur in BAPPEDA can be categorized into several types, including:

- **Interpersonal Conflict:** It was found that many employees experienced differences of opinion in the performance of their duties which often caused tension between them.
- **Intrapersonal Conflict:** Some employees feel overwhelmed by tasks that do not match their competencies and expectations, which creates stress and confusion.

b. Conflict Management

From the results of interviews and observations, some of the conflict management strategies used in BAPPEDA include:

- **Open Discussion:** Employees indicate that managers often hold discussion forums to discuss existing problems, but their effectiveness still varies.

- Mediation: There is an informal mediation mechanism conducted by colleagues, but there is a lack of formal support from management for this process.

c. Impact of Conflict on Productivity

The findings show that ineffective conflict management hurts employee productivity. Some of the impacts identified include:

- Decreased Performance: Employees involved in conflicts tend to experience decreased motivation and performance, especially when conflicts are not resolved properly.
- Mental Health: Many employees report increased levels of stress and anxiety leading to higher absenteeism.

d. Supporting and Inhibiting Factors

Factors that support good conflict management in BAPPEDA include:

- Open Work Culture: Employees feel more comfortable expressing their opinions in a supportive environment.
- Communication Skills: Employees who have good communication skills are better able to manage conflicts effectively.

In contrast, inhibiting factors include:

- Lack of Management Support: Employees feel that management is not sufficiently involved in the conflict resolution process.
- Stigma against Conflict: There is a negative view among employees that expressing conflict is a bad thing, so they tend to refrain from speaking.

The analysis of the document shows that the official policy of conflict management in BAPPEDA is still general and has not been implemented consistently. Many employees are unaware of any official guidelines on conflict resolution, which indicates the need for further socialization and training.

DISCUSSION

In the world of organizations, conflict management is a very important aspect, especially in government agencies such as the Langsa City BAPPEDA. Based on the results of the study, it was identified that conflicts that occur between employees are not only interpersonal, but also intrapersonal, which shows the complexity of human relationships within this institution. This is in line with the conflict theory proposed by (Pondy, 1967), which states that conflicts in an organization can arise from various sources and can be positive or negative depending on how they are managed. Interpersonal conflicts that often occur in BAPPEDA are often triggered by differences of opinion regarding the implementation of duties. While disagreements can lead to innovation, if left untreated, it can lead to prolonged tensions. Previous research by (Benke, 2023) shows that effective conflict management can improve individual and team performance. However, in BAPPEDA, existing conflict management strategies, such as open discussions and informal mediation, are not fully adequate to ease existing tensions.

From the results of the study, it was revealed that despite the efforts of open discussion by managers, their effectiveness is often limited. Researchers found that many employees felt less supported by management in the conflict resolution process. This creates the impression that conflict is something that should be avoided rather than faced. According to (Azwar et al., 2023), strong management support is essential in creating an environment conducive to conflict resolution. Without this support, employees tend to refrain from expressing opinions and complaints, which ultimately worsens the situation. The negative impact of ineffective conflict management, such as a decrease in employee motivation and mental health, is very real in BAPPEDA. Many employees report increased stress that leads to higher absenteeism. This is consistent with research by (Pratama, 2020), which shows that poorly managed conflicts can result in a variety of psychological problems for employees, including stress and burnout.

Supporting and inhibiting factors in conflict management in BAPPEDA are also worth discussing. It was found that an open work culture and good communication skills can be a driver for effective conflict management. This is in accordance with the theory of organizational culture by (Schein, 2010), which states that a culture that supports open communication can increase employee job satisfaction and productivity. However, the stigma against conflict and lack of

support from management are significant obstacles that need to be overcome. This shows that conflict management does not only depend on individuals, but also on the structure and culture of the organization as a whole. In the analysis of the documents, it was revealed that the conflict management policy in BAPPEDA is still general and has not been implemented consistently. Research by (Suwardi et al., 2024) emphasizing the importance of having clear policies in conflict management to provide guidance for employees. This ambiguity leads to confusion and frustration among employees, which in turn affects their productivity.

From all these findings, it can be concluded that better conflict management in the Langsa City BAPPEDA is urgently needed to increase employee productivity. The study provides relevant recommendations, including improved communication skills training, the development of clearer conflict management policies, and the push towards a work culture that supports collaboration. With these steps, it is hoped that BAPPEDA can create a more harmonious and productive work environment, in line with the organization's expectations to achieve the development goals that have been set.

CONCLUSION

This research has delved deeply into conflict management and its impact on employee productivity at BAPPEDA Langsa City. From the results of the analysis, it was revealed that the conflicts that occurred in this institution were complex, involving both interpersonal and intrapersonal aspects. While differences of opinion can be a driver of innovation, ineffective management has the potential to cause tension and negative impacts for employees. From these findings, it can be concluded that the current conflict management strategies, although including open discussion and informal mediation, are still insufficient to ease existing tensions. Strong management support and clear policies regarding conflict resolution are key factors that are urgently needed. Without this support, employees tend to avoid conflict, which ultimately leads to decreased motivation and mental health. The impact of poorly managed conflicts is evident in declining employee performance, as well as increased levels of stress and absenteeism. This shows the urgency to improve conflict management, not only through policy, but also through organizational culture change that supports open communication.

The recommendations resulting from this study include the need for communication and mediation skills training for employees, the development of more concrete conflict management policies, and encouraging a more collaborative work environment. With these steps, it is hoped that the Langsa City BAPPEDA can create a more harmonious working atmosphere, so that employee productivity can increase and support the achievement of regional development goals. Overall, the study highlights the importance of conflict management within organizations and confirms that well-managed conflict benefits not only individuals, but also institutions as a whole. It is hoped that these findings and recommendations can be the basis for further development in conflict management in BAPPEDA and other government agencies.

REFERENCES

- Agustin, D., Utami, S. S., Kushariyadi, K., Suprayitno, D., & Dwiwijaya, K. A. (2024). *Pengantar Manajemen: Teori komprehensif pada era revolusi industri 4.0 menuju era society 5.0*. PT. Sonpedia Publishing Indonesia.
- Azwar, M. S., Irwansyah, I., & Hazizah, S. (2023). MANAJEMEN BIMBINGAN KONSELING DALAM MENGATASI KONFLIK KENAKALAN PESERTA DIDIK DI MAS INSAN KESUMA MADANI KECAMATAN NAMORAMBE KABUPATEN DELI SERDANG. *Jurnal Review Pendidikan Dan Pengajaran (JRPP)*, 6(2), 105–110.
- Benke, M. (2023). HOW TO SOLVE CONFLICT SITUATIONS BETTER WITH THE MODEL OF THOMAS AND KILMANN. *Economic and Social Development: Book of Proceedings*, 229–238.
- Fauzi, I. (2023). Manajemen Konflik dan Cara Penyelesaian Konflik dalam Organisasi Sekolah. *Jurnal Pelita Nusantara*, 1(1), 108–115.
- Miles, M. B., & Huberman, A. M. (1992). *Analisis data kualitatif*. Jakarta: UI press.
- Muliadi, E., & Nasri, U. (2023). Future-Oriented Education: The Contribution of Educational Philosophy in Facing Global Challenges. *Jurnal Ilmiah Profesi Pendidikan*, 8(4), 2420–2427.

- Pondy, L. R. (1967). Organizational conflict: Concepts and models. *Administrative Science Quarterly*, 296–320.
- Pratama, E. (2020). Pengaruh Konflik Kerja, Dukungan Sosial, Dan Burnout Terhadap Kinerja Karyawan Hotel Grand Savero Bogor. Universitas Komputer Indonesia.
- Rukin, S. P. (2019). Metodologi penelitian kualitatif. Yayasan Ahmar Cendekia Indonesia.
- Saleh, S. (2017). Analisis Data Kualitatif. Pustaka Ramadhan.
- Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
- Sidabutar, M. S. D., Suharyanto, A., & Kurniaty, E. Y. (2023). The Effectiveness of the Performance of State Administrative and Population Civil Servants at the Bandar Sub-District Office, Simalungun Regency, North Sumatra-Indonesia.
- Siringo-ringo, S., Boiliu, E. R., & Manullang, J. (2021). Studi deskriptif penerapan strategi pembelajaran aktif tipe everyone is a teacher here dalam upaya meningkatkan hasil belajar pendidikan agama kristen tingkat SMA. *Jurnal Educatio FKIP UNMA*, 7(4), 2020–2035.
- Suharyanto, A., Hartono, B., Irwansyah, I., Tuwu, D., & Umanailo, M. C. B. (2021). Marginalization socio farm laborers due to conversion of agriculture land. *Cogent Social Sciences*, 7(1). <https://doi.org/10.1080/23311886.2021.1999563>
- Suwardi, S. M., Shabri, M., Sakir, A., & Siregar, M. R. (2024). Keadilan dan Harmoni Organisasi dalam Stres Kerja. Syiah Kuala University Press.
- Umar, S. M., Yusuf, D., & Kasim, H. (2024). Manajemen Sumber Daya Manusia (SDM) Upaya Peningkatan Kinerja Karyawan Di Era Globalisasi. *JUMABI: Jurnal Manajemen, Akuntansi Dan Bisnis*, 2(2), 76–86.
- Yuniar, Y., Afriantoni, A., Aldyandra, A., Fitrianti, E., Firzal, J., Muhlisin, M. O., & Marlina, M. (2024). PELATIHAN MANAJEMEN DALAM MENCIPTAKAN LINGKUNGAN KERJA YANG KONDUSIF DAN RELIGIUS DI KANTOR CAMAT RAMBUTAN, BANYUASIN. *MAJU: Indonesian Journal of Community Empowerment*, 1(4), 192–204.