

ANALYSIS OF CONFLICT MANAGEMENT STRATEGY AT PT PRAGER KENCANA

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Abstract

This study analyzes conflict management strategies at PT Prager Kencana, focusing on three types of conflict: between employees, with superiors, and work-related. Conflicts between employees often arise from personality differences and personal issues, such as debts, which can be resolved through open communication and clear lending policies. This research methodology uses a qualitative approach with data collection methods through in-depth interviews, observations, and document analysis. Conflict within a team is often considered as one of the main obstacles to improving organizational performance. This study aims to analyze the conflict management strategies implemented at PT Prager Kencana and their impact on team performance. By using case study methods and in-depth interviews with team members. Conflict with superiors is usually caused by micromanagement, which reduces employee motivation. Therefore, evaluating leadership styles and management training is important to increase employee autonomy. Inequity in the distribution of workload is also a source of tension; open discussion and a project management system can increase transparency and collaboration. With a structured approach, such as effective communication and understanding of team personalities, PT Prager Kencana can manage conflict better. This study emphasizes the importance of a culture that supports conflict resolution to increase employee productivity and well-being, and turn conflict into a source of strength for innovation.

Keywords: Strategy, Management, Conflict

1. Introduction

In an increasingly competitive and dynamic business environment, effective management is one of the main keys to achieving organizational goals. PT Prager Kencana, as a company engaged in the mining sector, is faced with various challenges that are not only external, but also internal. One of the significant challenges often faced by companies is conflict within the team. This conflict, although often viewed as negative, actually has the potential to provide a positive impact if managed properly.

The mining industry is one of the sectors that plays an important role in a country's economy, including in Indonesia. PT Prager Kencana, as one of the companies engaged in this sector, contributes significantly to the provision of mineral resources needed for various industries. However, the complex dynamics in the mining sector, such as commodity price fluctuations, strict regulations, and environmental challenges, make effective management very important to achieve company goals. One important aspect of management is the ability to handle conflicts that arise within the team, which if left unchecked can disrupt operational performance and safety. In the mining industry which is full of challenges and uncertainties, team performance is one of the crucial factors that determine the success of a company's operations. PT Prager Kencana, as an entity operating in the mining sector, is faced with various complex dynamics, ranging from market competition to government regulations. In the midst of this situation, effective conflict management is very important to ensure that each team member can work together harmoniously and productively.

Conflict within a team can arise from various sources, such as differences of opinion, incompatible goals, or even differences in values and work culture. At PT Prager Kencana, the diversity of employee backgrounds in terms of education, experience, and culture causes the team to form in a unique way, but also has the potential to cause friction. When conflict is not managed properly, the impact can be detrimental, such as decreased productivity, increased employee turnover, and decreased job satisfaction. However, on the other hand, if conflict can be managed effectively, the company has the opportunity to increase creativity and innovation, strengthen relationships between team members, and create a more positive work culture. Therefore, the right conflict management strategy is essential to optimize team performance at PT Prager Kencana. This is not only related to problem solving, but also to the development of interpersonal skills, effective communication, and a deep understanding of group dynamics.

From interviews conducted with several participants in this company, various perspectives on conflict management in the workplace have been revealed. Conflict, although common, can be managed well if handled wisely, and many steps can be taken to prevent or resolve such conflicts. Conflicts in the office often occur between employees, such as differences in work methods or personal problems, as well as between employees and superiors due to unclear instructions. Conflicts can also arise between teams due to miscommunication or differences in work culture. The responsibility for handling conflict usually lies with the team leader, but for minor conflicts, team members can resolve them themselves.

In this study, the researcher conducted pre-research to analyze the management strategies implemented at PT Prager Kencana. One of the main focuses of this study is the conflict management strategy implemented in the company. For this purpose, the researcher distributed questionnaires to 25 employees of PT Prager Kencana. Based on the results of the questionnaires that have been distributed, the following are employee assessments regarding

the question "Has the conflict management strategy at PT Prager Kencana been carried out well?":

12% of employees stated that they strongly agree, 8% of employees stated that they agree, 20% of employees stated that they are neutral, 40% of employees stated that they disagree, 20% of employees stated that they strongly disagree.

These results provide an initial picture of employee perceptions of the effectiveness of conflict management strategies in the company. All information you provide in this questionnaire will be kept confidential and will only be used for research purposes.

The researcher also conducted pre-research with the question asked whether "employees feel they understand their respective roles so that conflicts in the workplace rarely occur" the researcher distributed questionnaires to 25 employees of PT Prager Kencana. The following are the results of the questionnaire: 8% of respondents stated that they strongly agree that they understand their respective roles and conflicts rarely occur. 8% of respondents stated that they agree with the statement. 20% of respondents were neutral, not giving a definite answer regarding understanding roles and conflicts. 48% of respondents stated that they disagree, indicating that conflicts still often occur due to a lack of understanding of roles. 16% of respondents stated that they strongly disagree, meaning that they feel that their roles are not well understood and conflicts still often occur. These results indicate that the majority of employees feel that there is no clear understanding of roles, which can be one of the factors causing conflict in the workplace.

Previous research conducted by Arifin (2021) entitled "Conflict Management Strategy in Organizations: Case Study at PT XY". Arifin's research provides insight into conflict management strategies at PT XYZ, but focuses more on internal dynamics without discussing the context that influences the results. In contrast, this study adopts a holistic approach by analyzing conflict management strategies at PT Prager Kencana, including the industry context, organizational culture, and different employee characteristics. The novelty of this study lies in the combination of quantitative and qualitative methods, collecting data through questionnaires and in-depth interviews to understand employee perceptions of conflict management. This approach aims to produce a deeper understanding of conflict management at PT Prager Kencana, as well as identifying specific challenges faced by the company. While Arifin (2021) provides an overview, this study explores the details of conflict management strategies, including communication, resolution techniques, and management roles. Thus, this study not only contributes to the development of conflict management theory but also provides practical recommendations to improve the effectiveness of strategies at PT Prager Kencana. Overall, this study adds a new dimension to the study of conflict management in Indonesia with an emphasis on the specific context and practices at PT Prager Kencana. It is hoped that this in-depth analysis and diverse methods can provide significant contributions to the understanding and implementation of conflict management in companies and become a reference for further studies.

Based on initial observations, the conflict management strategy implemented at PT Prager Kencana is still reactive, where the company handles conflicts more after they arise, rather than preventing or developing proactive skills among employees. This results in conflicts often becoming bigger and more difficult to resolve. Therefore, it is necessary to

conduct an in-depth analysis of the existing conflict management strategy, as well as the development of a more effective management model.

This study aims to analyze conflict management strategies at PT Prager Kencana and how their implementation can improve team performance. Through an analytical approach, it is expected to identify effective methods in resolving conflicts, while encouraging increased productivity and collaboration between team members. By considering the specific conditions and needs at PT Prager Kencana, the results of this analysis are expected to provide practical recommendations that can be applied to create a more harmonious and productive work environment. By conducting this analysis, it is expected that PT Prager Kencana can not only improve its team performance, but also build a more harmonious and productive work environment. The recommendations generated from this study will provide guidance for company management to adopt best practices in conflict management, which in turn can increase employee motivation and job satisfaction. In the long term, effective strategies in conflict management will contribute to improved work safety, operational efficiency, and better achievement of company targets.



Figure 1. Pre-Research Result of Conflict at PT Prager Kencana

2. Literature Review

2.1 Definition of Management

According to Villatus Solikhah (2021), management is a series of activities (including planning and decision making, organizing, leading, and controlling) directed at organizational resources (human, financial, physical, and information). with the aim of achieving organizational goals efficiently and effectively. Many of the characteristics that contribute to the complexity and uncertainty of management come from the environment in which the organization functions. According to Alfredo Septatrisna (2021), management is the process of getting things done through people and some creative and energetic combinations of effective resources. Which can benefit from individual skills and talents related to management within the organization and organizations operating in the surrounding environment.

According to Al-Munawwir (2016) the word management comes from Latin, which is derived from the word manus which means hand and agere which means to do. The two words

are combined into the verb manager which means to handle. while in Arabic management has the meaning as idarah, which comes from the word idarah, which means to regulate.

2.2 Definition of Conflict

According to Mohamad Muspawi (2019) Conflict comes from the Latin verb *confingere* which means to hit each other. Sociologically, conflict is defined as a social process between two or more people (or groups) where one party tries to eliminate the other party by destroying it or making it powerless. Conflict can also be defined as a relationship between two or more parties (individuals or groups) who have different goals or interests.

According to Ilham Fuzi (2023) conflict has many meanings, there are negative meanings, neutral meanings and positive meanings. In a negative sense, conflict is associated with animal characteristics, cruelty, violence, barbarism, destruction, destruction, irrationality, lack of emotional control, riots, military strikes, and so on. In a positive sense, conflict is associated with adventurous events, challenges, new things, innovation, purification, renewal, purification, renewal, inner peace, creation, growth, development, rationality, self-awareness, change, etc.

Conflict, based on the definition explained, refers to a situation of tension or clash arising from the opposition between the elements involved. The origin of the word "conflict" from Latin describes the meaning of attack, while in the dictionary, conflict is defined as a fight, dispute, struggle, opposition, or clash. According to Watkins, conflict occurs when there are at least two things that can inhibit each other, both in potential and in practice. Chung and Megginson added that conflict is a struggle between conflicting needs, desires, ideas, or interests. Thus, conflict includes situations where there is a mismatch or clash between elements that influence and inhibit each other.

2.3. Conflict Management

According to Dea Maulana Ibrahim, Sukomo, Aziz Basari (2020) Conflict management is a process of managing conflicts in an organization so that they are more beneficial for increasing the effectiveness and performance of the organization and the goals of the organization. According to Fizi Fauziya (2024) Conflict management is a strategy or concept used in dealing with conflict. Conflict management in organizations aims to prevent chaos in the organization.

According to Rinandita Wikansari (2020) Conflict management is a series of actions and reactions between actors and external parties in a conflict. Conflict management is included in a process-oriented approach that directs the form of communication (including behavior) of actors and external parties and how they influence interests and interpretations.

The conclusion of the understanding of conflict management based on the quote above is that conflict management is a systematic process for managing and handling conflict in an organization. The goal is to improve the effectiveness and performance of the organization and prevent chaos. Conflict management involves effective communication between the parties involved, both the conflict actors and third parties, with a focus on directing interactions towards constructive outcomes. This includes a variety of strategies, from collaboration to decision making, to achieve positive solutions and reduce the negative impacts of conflict.

3.1 Design Study

This study uses a qualitative research method. According to Rukin (2019) qualitative is descriptive research that uses analysis with an inductive approach. The focus of the research is determined by the research process and the use of underlying theories, to match the facts in the field. This theory also provides an overview of the background of the research and is the basis for discussing the research results. Qualitative research is often referred to as interpretative research, naturalistic research, or phenomenological research.

This approach emphasizes the meaning, reasoning, and definition of a particular situation in a specific context, and explores more aspects of everyday life. In addition, qualitative research prioritizes the process rather than the end result, so that the sequence of activities can change according to the conditions and symptoms found. The purpose of this research is to deeply understand human and social problems, integrating how subjects give meaning to their environment and how that meaning affects behavior. This is different from the quantitative approach which only describes the surface of reality. The core of qualitative research is deep understanding—not just knowing, but achieving a core understanding of the phenomenon being studied, so that understanding becomes the main goal of this research.

3.2 Data Collection Techniques

After this research will use primary data collection techniques, namely interviews, observation, and documentation, as well as secondary data to gain a deeper understanding.

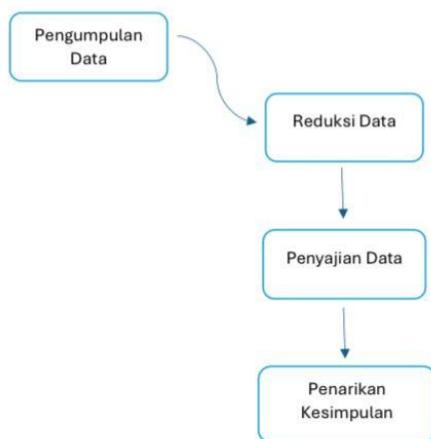


Figure 2. Research Model

3.2.1. Primary Data

A. Interview

Interviews are one of the most effective methods in qualitative research, especially in the context of conflict management. At PT Prager Kencana, interviews will be conducted with various parties, including managers, supervisors, and employees. The purpose of these interviews is to gain different perspectives on the conflicts that occur in the workplace, how they are managed, and what strategies are considered most effective. Interviews can be conducted using a structured, semi-structured, or unstructured approach. A semi-structured approach may be most appropriate for this study, as it allows the researcher to follow the flow

of the conversation while still focusing on relevant topics. Questions asked may include individuals' experiences in dealing with conflict, approaches taken to resolve conflicts, and their perceptions of the effectiveness of conflict management strategies implemented by the company. By collecting this data, the researcher can gain in-depth insight into the dynamics of conflict at PT Prager Kencana.

B. Observation

Observation is another technique that is very useful in understanding the dynamics of conflict in an organization. In the context of PT Prager Kencana, observation can be done to see the interactions between employees, how they communicate, and how they deal with conflict situations in their daily activities. Observation allows researchers to gain firsthand information about behaviors and attitudes that may not be explicitly expressed in interviews. Observation can be done using a participatory or non-participatory approach. In a participatory approach, researchers can be directly involved in the daily activities at PT Prager Kencana, providing a more holistic perspective on the culture of the organization and the social interactions within it. However, a non-participatory approach can also provide valuable data, as researchers can observe without influencing the ongoing situation. By observing the social context and employee behavior, researchers can identify factors that contribute to conflict and how management manages it.

C. Documentation

Documentation is a data collection technique that involves analyzing documents and records that are relevant to the research. In PT Prager Kencana, documents that can be analyzed include internal reports, meeting minutes, and notes on conflict management policies. By reviewing these documents, researchers can understand more about the strategies adopted by management to resolve conflicts, as well as how these policies are implemented in practice. Documentation can also provide historical context regarding conflicts that have occurred in the company. For example, if there are records of conflicts that have occurred in the past and how management resolved them, this can provide insight into the evolution of conflict management strategies in PT Prager Kencana. In addition, documents can also serve as sources of information that support the results obtained from interviews and observations.

2. Secondary Data

In addition to primary data, the use of secondary data is also important in this study. Secondary data includes previously collected information and can be in the form of articles, books, research reports, and statistics that are relevant to conflict management. These secondary data sources can provide a broader context of conflict management theory and practice in similar industries, as well as a benchmark for assessing the effectiveness of the strategies implemented at PT Prager Kencana. By analyzing secondary data, researchers can compare findings from primary data with existing literature, identifying patterns that may not be apparent in primary data alone. This can also help in formulating recommendations for improving conflict management strategies in the company.

4. Results

4.1. The Most Frequent Types of Conflict

Based on various answers related to types of conflict, the types of conflict that often occur in this office vary, both in terms of relationships between employees, relationships with superiors, to work issues themselves. Conflicts between employees often arise due to differences of opinion or work methods, especially when working in teams or across divisions. Employees who have different work styles or misaligned expectations often clash, for example, between senior and newer employees. In addition, there are also problems with accounts receivable between employees that sometimes negatively affect the work environment. Another case that occurs quite often is the delay in sending data from employees on site, which ultimately slows down the work process of other employees.

From the observation result at PT Prager Kencana, in this office, conflicts often occur between employees, with superiors, and related to work. Conflicts between employees usually arise due to differences in work style, differences in expectations, or personal issues such as accounts receivable. Conflicts with superiors are often related to micromanagement or unclear instructions. Uneven workload also triggers tension between employees. However, these conflicts can generally be resolved through open communication and direct discussion. Effective resolution depends on constructive communication, which helps maintain harmony in the workplace.

The interview results regarding the types of conflicts that occur most frequently are in accordance with participant statements, namely:

Participant A :

"When it comes to conflict, what usually arises here is a conflict of opinion between teams or divisions, especially when it comes to work methods or task priorities. There are also sometimes differences of opinion during meetings, but they can still be resolved through joint discussions. Sometimes communication problems can also cause misunderstandings, especially if information is unclear or received late. But so far, everything can be resolved because we also have a culture of talking directly if there is a problem."

Participant B :

"Here, what often happens is usually a conflict about schedules or deadlines, because each division has its own priorities. Sometimes there is also friction due to different work methods or expectations between more senior and new employees. In addition, if the division of tasks is not clear, misunderstandings can arise, but usually we resolve it by having a good chat so that it doesn't drag on."

Participant C :

"There are several types of conflicts that most often occur in the office, the first is conflict between employees: site employees sometimes take a long time to send the requested data, thus hindering work, the second is conflict between superiors: sometimes the instructions given by superiors are not very clear and complete, so that they are sometimes difficult to understand."

Participant D :

"I'll mention some examples, the first is conflict between employees such as personality and employee work methods, problematic employees (debts and receivables), second is conflict with superiors: superior work methods, micromanaging superiors, and conflict with work: workload between employees is not the same (we are overloaded, other employees are unemployed)."

4.2. Impact After Conflict Occurs

The impacts felt are usually quite significant, both on individual performance and the overall atmosphere in the office. One of the main impacts is an uncomfortable work atmosphere. Employees often feel awkward or even reluctant to interact with other coworkers, especially if the conflict has not been resolved properly. This can disrupt communication between employees, which ultimately affects the smooth running of work. Coordination between teams becomes more difficult because there is a tendency to avoid each other or no longer speak openly.

In addition, conflicts that are allowed to drag on can lead to decreased productivity. Employees may lose focus, thinking more about the conflict than the tasks that need to be completed. In fact, in some cases, unresolved conflicts can make some employees feel stressed to the point where they consider resigning. This is especially true if they feel the work environment is too stressful or they feel unsupported in resolving existing problems.

If conflict is not handled quickly and appropriately, the relationship between employees and superiors can also become strained. This can affect the overall performance of the team, due to the lack of solid cooperation. A work environment that was once harmonious can turn into a tense atmosphere, which of course affects the mental health of employees. However, if conflict is handled well and resolved through discussion or mediation, the work atmosphere can gradually return to normal. Open communication and mutually agreed solutions can restore harmony within the team and increase productivity again. So, it is important to immediately handle conflict before the impact becomes wider and difficult to repair.

The results of the interview regarding the impact after the conflict occurred were in accordance with the participant's statements, namely:

Participant A :

"Usually after a conflict, the most noticeable thing is that the work atmosphere becomes unpleasant, sometimes some people become awkward or even unable to focus on work. Productivity can also decrease because some people are still thinking about their problems. In addition, if the conflict is not resolved immediately, the relationship between employees or with superiors can become strained, and communication can be disrupted. But if it is discussed together immediately and a solution is sought, usually the work atmosphere can return to normal."

Participant B :

"After a conflict, the most noticeable thing is that work usually doesn't run smoothly. For example, some people become lazy to chat or coordinate, so tasks are delayed. In addition, sometimes people also feel uncomfortable, the atmosphere becomes stiff, and it even causes stress. The impact can be long-term, such as relationships between employees or with superiors become less good, and this also affects work performance. But if the conflict is resolved quickly, usually things will return to normal after a while."

Participant C :

"If we cannot handle conflict well, it will make the work environment uncomfortable, such as being silent."

Participant D :

"Some of the negative impacts of conflict include the emergence of feelings of wanting to give up and run away from the conflict/problem (resign)."

4.3. Conflict Management Strategy

Based on the various answers regarding conflict management strategies, there are several common steps taken by teams in resolving conflicts in the workplace. The first strategy that is often used is direct communication between the parties involved. This aims to understand the problem directly and avoid misunderstandings. If the conflict cannot be resolved alone, the team or superior will act as a mediator to facilitate further discussion, with the aim of finding a solution that benefits all parties.

In addition, it is also important not to let problems drag on. Conflicts must be faced and resolved immediately, either personally or with the help of superiors or HR. They usually listen to all parties before determining the right resolution steps. The team is also often invited to provide input, so that decisions taken are fairer and ensure that all parties feel comfortable.

Another step that is also taken is to improve employee communication skills. This is done to ensure that everyone is able to convey their problems clearly and in detail. If the conflict is too complex to be resolved alone, it is important to invite a superior or team leader to discuss.

The results of the interview regarding the impact after the conflict occurred were in accordance with the participant's statements, namely:

Participant A :

"Usually when there is a conflict, we first try to talk directly with the person concerned. So that it is clear first, who knows it is just a misunderstanding. If it is still not resolved, usually the team or superiors step in to be a mediator, so that it can be discussed together. The point is more about open communication, and we try to find a win-win solution for all parties. Sometimes if necessary, there is also a special meeting session to discuss this problem until it is clear."

Participant B :

"Here, if there is a conflict, the most important first step is not to keep it to yourself, resolve it immediately. Sometimes superiors or HR will also help if the conflict is already quite serious. Usually, they try to listen to both parties first, then decide on a solution. Our team is also often invited to provide input so that everyone is comfortable and no one feels disadvantaged. What's important is that we are taught to be more open and dare to speak up, so that problems can be resolved faster."

Participant C :

"To resolve a conflict, good communication is needed by discussing and conveying the problems experienced, learning the nature and personality of teammates, and adapting to the way teammates work."

Participant D :

"The steps taken to solve a problem are by improving communication skills and then finding out in detail what problem is happening. If you feel you cannot solve the problem yourself, then it must be discussed with your superior or team leader."

5. Discussion

5.1. Some Conflicts That Often Occur in PT. Prager Kencana

5.1.1 Conflict between employees

Conflicts between employees at PT Prager Kencana often arise from differences in personality and work style, which is a challenge in itself in creating a harmonious work environment. Each individual brings a unique character that influences the way they interact and collaborate. On the one hand, there are employees who tend to be analytical, meticulous, and structured in their approach. On the other hand, there are also those who are more flexible and creative, preferring to prioritize new ideas and improvisation. When these two personality types face each other on the same project, differences in approach can trigger tension (Desanti et al., 2022). Frustration often arises when one party feels that their partner's work is not up to the standards they expect, creating the impression that collaboration is inefficient.

This conflict can be exacerbated by personal issues brought into the work environment. One issue that often occurs is debts between employees. In a company like PT Prager Kencana, where interaction between employees is intensive, unresolved financial issues can lead to mistrust and discomfort. For example, if an employee borrows money from a colleague and is unable to repay it on time, this not only disrupts personal relationships, but can also create tension within the team (Fatyandri et al., 2023). Employees who feel aggrieved may start to show defensiveness or even avoid communication, which in turn negatively impacts work dynamics.

Management at PT Prager Kencana needs to realize the importance of handling this conflict with a constructive approach. Encouraging open communication between employees is an important first step. By creating a forum for discussing differences in personality and work styles, management can help employees understand each other's perspectives. In addition, a clear policy regarding loans between employees should be introduced. Setting clear guidelines and boundaries regarding borrowing and lending can prevent future problems, allowing employees to focus more on their work without feeling burdened by personal issues.

By adopting a proactive approach to resolving these conflicts, PT Prager Kencana can not only resolve existing tensions but also build a more inclusive and supportive work environment. Ultimately, differences in personality and working style, if managed well, can be a source of strength that enriches team dynamics and increases company productivity. In this context, awareness of the importance of mutual respect and understanding is key to creating a positive and productive work environment.

5.1.2 Conflict with superiors

Conflicts with superiors at PT Prager Kencana often stem from differences in work styles, especially when the superior applies a micromanagement approach. In a dynamic work environment, employees are usually expected to have autonomy to complete their tasks. However, when a superior is overly involved in every aspect of the job, it can create frustration and dissatisfaction among team members. Micromanagement, while perhaps well-intentioned to ensure that all work is done to a high standard, can often damage employee confidence (Astuti, 2021). Many employees feel that they are not given the space to innovate or show initiative. When superiors are constantly monitoring and correcting every step, employees' sense of responsibility and motivation can decrease. In this situation, employees may feel more like objects of supervision than individuals who have the skills and capacity to complete tasks.

In addition, this conflict can also cause tension in communication. Employees who feel pressured by this management style tend to become defensive and may avoid open communication with their superiors. The inability to discuss problems honestly can lead to more confusion and dissatisfaction in the workplace.(Yanto, 2022). Employees who feel unheard or ignored will often develop negative attitudes that can affect the overall team atmosphere.

5.1.3 Conflict with work

Conflict in the workplace often arises from unfairness in the distribution of workloads, and this situation is evident at PT Prager Kencana. When some employees feel burdened with excessive tasks while their colleagues appear to be idle, tension and dissatisfaction can quickly develop. This difference in workload distribution not only impacts individual productivity, but also affects the overall team dynamic. Inequity in the distribution of tasks can create feelings of frustration and resentment. Employees who are consistently faced with high workloads may feel neglected or underappreciated, especially if they see colleagues who are not up to par in terms of responsibilities. This sense of unfairness can lead to interpersonal conflict, where employees who feel burdened begin to question the commitment and contribution of their colleagues. This often leads to an unhealthy work environment, where productivity is hampered by the tension.

At PT Prager Kencana, this problem can be caused by a variety of factors, including a lack of effective communication between management and employees. If superiors do not have a clear understanding of the workload faced by each team member, they may inadvertently allocate tasks unevenly. Therefore, it is important to have an open discussion about the workload faced by each employee, so that all parties can have the same understanding of the responsibilities that must be carried out.

To address this issue, PT Prager Kencana needs to adopt a fairer and more transparent approach to task allocation. Using a project management system that allows all team members to see the workload at hand can help create a collective awareness of each other's responsibilities. This way, employees who feel overwhelmed can discuss their situation directly and ask for help if needed, while those with more time can be more proactive in taking on additional tasks.

Managing workload wisely is not just about efficiency, but also about creating a supportive work environment. When employees feel that their workload is balanced and fair, they tend to be more motivated and engaged in their work.(Nature & Sulvionita, 2021). By facilitating open communication and promoting collaboration between team members, PT Prager Kencana can build a positive work culture, where all employees feel valued and motivated to give their best.

Workplace conflict is a common phenomenon and can occur in various forms. Based on the interviews conducted, these types of conflicts can be grouped into three main categories: conflicts between employees, conflicts between employees and superiors, and conflicts related to the work itself. Although conflicts are often seen as negative, it is important to remember that they also provide opportunities for growth and improvement in the work environment.(Tumpai & Rossanty, 2020). Conflict between employees often arises from differences in opinion, work styles, and misaligned expectations. For example, when working

in a team, senior and junior employees may have different views on how to complete a task. This tension can arise when one person's work style clashes with another's, but often this conflict can be resolved through open communication. As Participant A noted, honest and direct discussions are key to defusing tensions. This way, employees can understand each other's perspectives and find mutually beneficial solutions.

On the other hand, conflicts between employees and superiors are also not uncommon. This is often caused by the managerial style of the superior who may be too controlling or give unclear instructions. However, this situation can also be an opportunity to improve work relationships. When employees feel comfortable expressing their confusion or concerns to their superiors, this can create constructive dialogue. For example, Participant B noted that even though conflicts arise due to differences in priorities, they can be resolved by talking directly and finding solutions together.

Work-related conflicts, such as uneven workloads, are also common challenges. Employees who feel overwhelmed by their tasks may feel frustrated when their colleagues seem more relaxed. In this case, good management and clear division of tasks are essential. By communicating openly about workloads and discussing priorities, teams can find ways to better balance tasks. This not only helps prevent tension, but also increases mutual respect among team members.(Avicena & Setiawan, 2023).

5. 2. Impact After Conflict Occurs

After a workplace conflict, the aftermath can be a valuable tool for growth and improvement in a professional environment. While conflict is often met with anxiety, when managed well, it can actually bring many positive benefits, both to the individual and to the team as a whole. First of all, one of the most common outcomes of conflict is a change in team dynamics. While it may initially create an uncomfortable work environment, conflict can provide an opportunity for employees to better understand each other. The process of resolving conflict, which involves open discussion and listening to each other, can build mutual respect.(Supendi, 2022). Engaged employees learn to communicate their views and feelings more effectively, leading to more constructive communication in the future. As Participant A noted, when conflicts are discussed and solutions are sought together, the work atmosphere tends to return to normal and can even improve.

Furthermore, when conflict is managed well, it can increase team productivity. Employees who may have previously felt awkward or uncomfortable can rediscover their motivation once the issue is resolved. They become more focused on their work because they are no longer caught up in the tension or negative thoughts of an unresolved situation. Participant B noted that despite the initial disruption, when the conflict is quickly resolved, teamwork can recover and tasks can continue more smoothly.

The conflict resolution process also provides an opportunity for interpersonal skill development. In the interview, Participant C indicated that attitudes toward conflict can change the overall work atmosphere. When teams learn to communicate openly, the work environment becomes more inclusive and supportive. This not only helps prevent future conflicts from occurring, but it also increases collaboration and innovation. Employees feel more confident in expressing their ideas and input, which in turn can enrich the team dynamic.

5.3. Conflict Management Strategy at PT. Prager Kencana

At PT Prager Kencana, conflict management is an integral part of a positive and collaborative work culture. Based on the interviews conducted, various strategies were adopted by the team to resolve conflicts that arose, and these steps demonstrated the company's commitment to open communication and constructive problem solving. One of the main strategies often used is direct communication between the parties involved. This approach aims to understand the problem directly and prevent misunderstandings.(Wiryatmo, 2022). Participant A stated that the first step when a conflict arises is to talk directly to the person concerned. This not only helps identify the core of the problem, but also creates a more comfortable atmosphere for discussion. When communication is opened, it is often found that the conflict can be resolved in a simple way.

However, if the conflict cannot be resolved directly, PT Prager Kencana has a system where the team or superior acts as a mediator. This strategy helps facilitate further discussion and find a solution that benefits all parties. In this case, the participation of superiors or HR becomes very important, as expressed by Participant B. They play a role in listening to all voices and determining the most appropriate resolution steps. By involving a neutral third party, the company ensures that all views are considered, creating a fair solution. Another important aspect is avoiding delays in resolving conflicts. The team at PT Prager Kencana is taught not to bottle up problems and to deal with them immediately, either personally or with the help of superiors. This creates an environment where problems can be faced directly and not allowed to develop into bigger issues. This is in accordance with Participant D's statement who emphasized the importance of exploring the problem in detail and discussing it with the team leader if necessary.

6. Conclusion, Implications, and Recommendations

Based on the results of the research and discussion, conclusions can be drawn based on the analysis that has been done. The following are the conclusions of the research that has been done:

1. Workplace conflicts can occur between employees, between employees and superiors, and over workload. Each of these conflicts is often caused by differences in work styles, ineffective communication, and uneven distribution of tasks.
2. When managed well, conflict can have positive impacts, such as increasing understanding between employees, boosting productivity, and strengthening work relationships. The conflict resolution process can also improve communication within a team.
3. PT Prager Kencana implements strategies such as direct communication, mediator roles, and improving communication skills. This approach helps resolve issues quickly and creates a more harmonious and collaborative work environment.

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