Analysis Of Conflict Management In Team Work At Badan Pengawas Pemilu Dki Jakarta

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Abstract
This research applies a qualitative descriptive method with the aim of describing and analyzing the issues found. This qualitative approach is based on collecting primary and secondary data. Primary data in this research was obtained through observation, interviews, and documentation, while secondary data was obtained through books, previous research, and articles relevant to this research. The data source in this research is interview transcripts obtained from a number of respondents called research informants. The informants are selected based on a certain method because their ability or position is considered to be able to describe the problem that will be used as the object of research. The informants for this research were four people, consisting of one technical reviewer for the human resources division's administrative policy and three staff from the human resources division. This research aims to analyze conflict management in team work at BAWASLU DKI Jakarta. The results of this research show that respondents responded to the questions asked by researchers regarding conflict in team work. When interviewed by researchers, employees revealed that they noted poor communication at BAWASLU DKI Jakarta, which led to conflicts. This indirectly hinders employee performance. Carrying out negotiations or mediation with the aim of exchanging opinions to resolve existing conflicts.

Keyword: Conflict Management; Team Work; Communication; BAWASLU DKI JAKARTA

1. Introduction

Every company strives to maintain its existence and continuously works towards growth and progress. In today's era of global competition, marked by increasingly fierce rivalry, companies are required to carry out comprehensive and sustainable improvements to remain competitive and thrive. A company's edge should not only lie in the innovative products it creates but also in the effective management of quality human resources. This includes fostering good collaboration, developing exceptional human capital, and enhancing employee loyalty.

In organizational concepts, one essential requirement is the ability to work in a team (Teamwork). In modern times, prospective employees often face a Focus Group Discussion (FGD) test as part of the recruitment process. This test assesses their ability to discuss and solve problems collaboratively as a team. In this context, the process of aligning perceptions to achieve a common goal becomes evident. When a team demonstrates unity and cohesiveness, it creates a strong network that enhances effectiveness in the workplace (Handayani, 2020).

In the dynamics of daily work, groups or work teams often encounter various forms of conflict. Workplace conflicts can arise from multiple sources, such as differences in perspectives, misaligned goals, communication gaps, or individual competition. Poorly managed conflicts can lead to tension, resistance, and frustration among members of the organization, potentially harming productivity, job satisfaction, and interpersonal relationships among employees (Lesitasari. A, Haryani. S, 2020).

Conflict, whether large or small, can be resolved in various ways. Conflict management is the skill and knowledge required to handle disagreements and differing opinions between two or more parties, whether in individual, group, or organizational contexts. It is designed as a comprehensive process to establish the organization's goals in addressing conflicts (Indra, 2021). Effective conflict management involves planning strategies to address disputes with the aim of achieving a desired resolution. One crucial aspect of conflict management is communication both from the parties involved in the conflict and from mediators. Effective communication is essential in designing conflict resolution strategies and overseeing the process to ensure that the anticipated solutions are achieved.

This research was conducted on Bawaslu DKI Jakarta, an institution with a crucial responsibility for safeguarding the integrity of the democratic process in Indonesia, particularly in ensuring fair, honest, and transparent elections. In DKI Jakarta, as the political and administrative center of Indonesia, Bawaslu plays a vital role in overseeing elections with a high degree of complexity, both in terms of the number of voters and the heightened political dynamics. However, in carrying out its duties, Bawaslu also faces numerous challenges, including internal conflicts among team members within the organization.

Kelompok kerja di Bawaslu DKI Jakarta terdiri dari individu-individu dengan beragam latar belakang, keahlian, dan sudut pandang yang berbeda. Dinamika kelompok yang demikian seringkali memunculkan potensi konflik yang dapat mempengaruhi kinerja organisasi. Konflik dalam kelompok kerja bisa muncul karena perbedaan kepentingan, visi, persepsi, maupun metode penyelesaian masalah. Di Bawaslu, terutama menjelang masa pemilu, tingkat tekanan dan tuntutan tugas yang tinggi seringkali memicu ketegangan di antara anggota kelompok kerja.

Figure 1. Pre-research 1

Source: Data compiled by the author (2024)

Figure 1. Preliminary research results show that out of 20 respondents sampled, 65% answered "No," while 35% answered "Yes" to the question "Do conflicts at Bawaslu DKI Jakarta always end with an agreement that satisfies all parties?" This indicates that not all employees in the organization experience conflict resolution that results in mutually satisfying agreements. Therefore, an evaluation of conflict management practices at Bawaslu DKI Jakarta is necessary to address these issues effectively.

Figure 2. Pre-research 2

Source: Data compiled by the author (2024)

Figure 2. Preliminary research results show that out of 20 respondents sampled, 70% answered "Yes," while 30% answered "No" to the question: "Does Bawaslu DKI Jakarta routinely evaluate its conflict management practices?" This indicates that conducting regular evaluations at Bawaslu DKI Jakarta has been highly beneficial in improving the organization's conflict management processes.

Many previous studies have explored conflicts within workgroups, but they differ in research characteristics such as location, methodology, respondents, and other factors. For example, a study by (Dhulhijjahyani et al., 2020) titled Conflict Management in Resolving Industrial Relations Issues focused on the Industrial Relations Division at the Pasuruan Regency Manpower Office. This research employed a quantitative method.

Meanwhile, the novelty of this study lies in addressing the issue of conflicts within workgroups at Bawaslu DKI Jakarta using a qualitative research method. Data collection techniques include observation, interviews, and documentation. This research aims to complement previous studies by conducting an investigation specifically at Bawaslu DKI

Jakarta. Based on the explanation and the existing issues, the researcher is motivated and interested in studying conflicts within workgroups in this institution. Therefore, the researcher has chosen the title "Analysis Of Conflict Management in Team Work at Bawaslu DKI Jakarta"

2. Literature Review

2.1 Theory

Management is derived from the term "to manage," which means to organize, govern, and control. Management referring to the process of coordinating and integrating work activities to achieve effective and efficient outcomes. The concept is essentially synonymous with management, as both share the same goal: achieving the objectives of an organization or institution. Management involves collaboration with individuals and groups to ensure that the organization's goals are accomplished efficiently and effectively.

The term "management" encompasses three interpretations: first, management as a process; second, management as the collectivity of people performing management activities; and third, management as both an art and a science (Wowor et al., 2019). From the first perspective, management as a process, the Encyclopedia of the Social Sciences defines management as a process through which the implementation of specific goals is organized and supervised. From the second perspective, management refers to the collectivity of individuals who carry out management activities. From the third perspective, management as an art or science involves the art and science of planning, organizing, structuring, directing, and overseeing human resources to achieve predetermined objectives.

Based on the definitions above, it can be concluded that management is a process carried out to ensure that an endeavor runs smoothly. It requires planning, thinking, direction, and organization in utilizing all available potential, both personal and material, in an effective and efficient manner.

2.2 Theory 2

Conflict is an inevitable event in organizational life and is present in every work relationship between individuals and groups. Conflict can have both positive and negative impacts, depending on how it is managed. To ensure that conflict has a positive and functional outcome, it must be handled effectively.

Conflict is a condition where there is a disagreement or opposition between two or more parties, which can be individuals, groups, or organizations. This opposition arises due to differences in interests, values, goals, or perceptions. Conflict can occur in various contexts, such as personal relationships, social, political, economic, or work settings.

Based on the above definitions, it can be concluded that conflict is a phenomenon that arises from differences in interests, values, goals, or perceptions among individuals or groups within a social system. Conflict occurs when the parties involved perceive a contradiction that hinders the achievement of their expectations or goals. This situation often involves misaligned interactions and strategic bargaining, where the success of one party depends on the decisions of the other. Essentially, conflict is a result of incompatible needs, ideas, or desires recognized and experienced by the parties involved.

2.3 Theory 3

In the realm of business and organizations, conflict is a natural occurrence. This often arises from differences in values, power dynamics, cultural backgrounds, and individual

interests. While conflict is unavoidable and will inevitably happen, it can be minimized through effective conflict management. Conflict management involves the process of addressing and resolving conflicts by developing a series of strategies that the parties involved can implement to reach a desired resolution. By employing effective conflict management techniques, organizations can not only reduce the negative impacts of conflicts but also create opportunities for growth and improved relationships among team members.

Successful conflict management requires open communication, negotiation, and mediation, allowing each party to express their perspectives and work towards a mutual understanding. Creating a supportive environment where individuals feel safe to voice their opinions is essential in this process. Ultimately, good conflict management contributes to a harmonious and productive workplace, enabling organizations to achieve their goals more effectively.

Anyone within an organization may face conflict. If the conflict is not managed and persists over time, it can result in hindered effectiveness and efficiency within the organization. Leaders need conflict management skills to address and resolve various conflicts that arise (Siregar, F. A., & Usriyah, 2021).

An effective conflict management strategy involves the ability to identify the sources of conflict, manage emotions, and develop empathetic and assertive communication. A good leader typically acts as a mediator, helping both parties find common ground without escalating tensions. Ultimately, successful conflict management relies on the ability to create an environment that encourages open dialogue and fosters better relationships among all parties involved.

Effective techniques for conflict management in work groups include open communication, where each team member is given the space to express their views without fear of retaliation, and the development of empathy, which allows members to better understand others' perspectives. Additionally, emotional intelligence is a key factor in managing conflict in the workplace. The ability to recognize and manage one's own emotions, as well as to understand the emotions of others, is crucial for maintaining a healthy and productive work environment.

2.4 Theory 4

A workgroup, or teamwork, is a form of collaboration where a group of individuals work together to achieve a common goal by complementing each other’s skills and expertise. Teamwork involves a fair division of responsibilities among team members, where each individual has a specific role that supports the achievement of the overall objective. The success of teamwork depends heavily on each individual’s ability to cooperate, offer mutual support, and share responsibilities.

In this context, effective communication is crucial, as through the exchange of information, ideas, and feedback, the team can solve problems and avoid misunderstandings. Teamwork also relies on mutual trust, commitment to common goals, and the ability to work harmoniously despite differing viewpoints. One key to successful teamwork is the ability to integrate individual strengths, creating results that are greater than what could be achieved if the work were done separately.

However, teamwork often faces various challenges. For example, internal conflicts or differing goals among members can hinder the team’s performance. Therefore, it is crucial for

teams to sharpen their conflict management skills and seek constructive solutions to resolve differences. Activities such as open discussions or mediation can help address issues before they escalate into larger obstacles that undermine cooperation.

2.5 Theory 5

Conflict management indicators are criteria or parameters used to assess how well an organization or individual can handle and resolve emerging conflicts. Employee conflict management is essential for creating a conducive work environment within the organization. Conflicts that frequently arise during the execution of technical tasks by employees are often caused by ineffective communication (Purusa & Setyahuni, 2022).

1. **Communication**
   Encouraging open and transparent communication among employees, departments, and management levels can facilitate the sharing of ideas, skills, and resources, leading to more efficient and effective problem-solving. By implementing such strategies, organizations can create a high-performing work environment that drives success and growth (Hamzah et al., 2024).
2. **Listening**
   Active listening goes beyond simply hearing the words spoken; it involves a deep understanding of both verbal and non-verbal messages from others. By truly listening and understanding others, we can build openness and trust. When each party feels heard and understood, they are more likely to engage in constructive discussions, seek solutions, and reduce the potential for further conflict escalation (Wulandari, 2020).
3. **Conflict Resolution Policies and Procedures**
   The existence of clear conflict resolution policies and procedures helps to manage crises in a more structured manner (Rakhmaniar, 2024). These policies typically outline the steps that individuals or teams should follow when conflicts arise, along with the roles and responsibilities of each party involved in the resolution process. Thus, having clear conflict resolution policies not only provides guidance for individuals when facing conflicts but also promotes a more open and cooperative organizational culture, where everyone feels safe to express issues and work towards solutions.

3. Material and Method

3.1 Design Study

This study uses a qualitative research method. Qualitative research is descriptive and analytical in nature. Descriptive in qualitative research means to depict and elaborate on the events, phenomena, and social situations being studied. Analytical means to interpret, make meaning of, and compare the data collected from the research (Charismana et al., 2022).

In this study, the researcher uses a case study method. The aim of case study research is to uncover the uniqueness or distinctive characteristics within the case being studied. The case itself is the reason for conducting a case study, and therefore, the primary goal and focus of case study research are on the case that serves as the object of the study (Assyakurrohim et al., 2022).

3.2 Data Analysis

1. Primary Data

Primary data refers to research data collected directly from research subjects. This data is gathered through direct observation (Irawan et al., 2023). The primary data used by the author in this study includes:

a. Observation

The observation technique is employed to understand and investigate nonverbal behavior. Other techniques might reveal verbal behavior and lean more toward survey research; however, they are less capable of uncovering nonverbal behaviors and non-survey research (Makbul, 2021).

b. Interviews

Interviews are one of the techniques used to collect research data. An interview involves administering a questionnaire verbally and directly to each sample member. In simple terms, an interview can be described as an event or process of interaction between the interviewer and the source of information through direct communication. It can also be seen as a face-to-face conversation between the interviewer and the informant (Makbul, 2021).

c. Documentation

The documentation technique is a method used to obtain data and information in the form of books, archives, documents, numerical data, and images that serve as reports and explanations supporting the research (Komalasari & Riani, 2023).

2. Secondary Data

Secondary data in research refers to data that has been collected by others, whether individuals or documents, and is then utilized for research purposes. Secondary data can include published information such as journals, books, articles, magazines, and interview results. The sources of secondary data are existing information available from a variety of references that supplement and complement primary sources. The secondary data used by the author in this research includes written materials such as books, newspapers, articles, and documents that support the researcher in conducting their study. In this research, secondary data is used to strengthen and reinforce the primary data (Irawan et al., 2023).

Figure 3. Sketch of Triangulation Data Collection Techniques

Source: Data compiled by the author (2024)

In qualitative research, data collection is conducted in a natural setting (the natural condition). The primary data sources and data collection techniques are mainly focused on participant observation. Primary data is information obtained or collected directly by the researcher from the source. Some primary data collection techniques include interviews, observations, or focus group discussions (FGD) (Fadilla, A. R., & Wulandari, 2023). In this study, the informants are several employees from the Human Resources department who are experienced enough to have detailed knowledge about conflict management within workgroups at (Bawaslu), in DKI Jakarta.

The sampling technique used in this study is non-probability sampling with the purposive sampling method. Non-probability sampling is a sampling technique that does not provide equal opportunities for each element (member) of the population to be selected as a sample member (Amin, N. F., Garancang, S., & Abunawas, 2023). Meanwhile, purposive sampling is a sampling method where the researcher ensures the selection of participants who match the research objectives, so they are expected to provide relevant insights into the research case (Lenaini, 2021).

The purposive sampling method conducted by the researcher targets samples that align with the research objectives, specifically employees who have worked for a minimum of 6 months at (Bawaslu), in DKI Jakarta. These four samples provided the researcher with various pieces of information or important aspects that will emphasize, enhance, or enrich the understanding of the perspective being studied. The researcher chose four samples because, in case study research design, at least one sample is required, but more than one can be selected. Another theory that supports the selection of these four samples is outlined in the following table:

Tabel 1. Qualitative sample size
Rules of thumb for Qualitative sample size

Basic Study Type	Rule of Thumb
Ethnography	**10-20 interviews**
Case Study	At least one, but can be more
Phenomenology	**Six partcipants**
Grounded Theory	**10-20 interviews**
Focus Groups	**Two to Three per group or more groups per each strata of interest**

Source: (Nj*ie & Asimiran, 2014)*

4. Result

To understand conflict management within workgroups at Bawaslu DKI Jakarta, the researcher conducted interviews with four participants. The participants responded to questions posed by the researcher regarding conflict management in workgroups. In the interviews conducted, employees revealed that they observed numerous causes of conflicts within workgroups at Bawaslu DKI Jakarta, one of which is poor communication. Therefore, for conflict management within workgroups at Bawaslu DKI Jakarta, employees can first identify existing conflicts, then engage in negotiation and mediation with the goal of facilitating both formal and informal communication to exchange opinions, as well as managing emotions. The following are the data obtained from the interviews conducted by the researcher.

1. Conflict within Workgroups at Bawaslu DKI Jakarta

Conflict is a condition or state of opposition between two or more parties. There are many factors that contribute to conflict, such as poor communication, excessive workload, differing needs, uncontrolled emotional changes, differing opinions, and

miscommunication. Conflict within workgroups can have a significant impact on the well-being and performance of team members. Unresolved conflicts can create an environment that is unsupportive or fails to adequately meet the needs of team members. This can include situations where team members feel uncomfortable, stressed, or unproductive. These observations align with the responses from participants during the interviews, who revealed that conflicts within the workgroup disrupt relationships between members and reduce the overall efficiency of the team.

Participant A: "The conflicts that happen here are usually related to poor communication. Negative talk behind people's backs can also create tension."

Participant B: "Most of the conflicts stem from differences in opinions or perceptions. For example, the information is the same, but the way it's communicated is different, so it's hard to match different personalities here to work together."

Participant C: "Conflict can arise from poor communication, especially when the workload is heavy and there's a tight deadline. The communication becomes complicated, especially with the added pressure or extra workload."

Participant D: "The communication problem is the most frequent issue, where there should be information from superiors to subordinates, but sometimes the information doesn't reach the subordinates."

2. Conflict Management Strategies within Workgroups at Bawaslu DKI Jakarta

Based on the observations made, there is consistency with the results of the interviews with participants. One of the strategies used to manage conflict within workgroups at Bawaslu DKI Jakarta is holding meetings or discussions. These meetings provide an opportunity for each employee to voice their opinions, share grievances, and seek solutions together. By listening to one another, the team can find a fair and effective way to resolve issues. Additionally, meetings are also used to plan evaluations so that similar conflicts do not arise in the future, creating a more harmonious work environment.

It is also important to separate personal conflicts from work-related issues. Unresolved personal conflicts can disrupt productivity and professional relationships among employees. Therefore, at Bawaslu DKI Jakarta, efforts are made to ensure that personal issues are not brought into the workplace, so the focus remains on individual tasks and responsibilities. With this approach, conflict management is expected to improve performance and foster a better work environment.

3. Impact of Conflict Management on Productivity and Workgroup Performance at Bawaslu DKI Jakarta

Based on the observations and interviews conducted with participants, there is a clear alignment regarding the positive impact of conflict management on productivity and workgroup performance at Bawaslu DKI Jakarta. With effective conflict management, the organization's goals, mission, and vision can be achieved more smoothly without significant obstacles. This leads to better team productivity, as each member can focus on their work without being burdened by unresolved issues.

Moreover, effective conflict management also strengthens collaboration among team members. When conflicts are resolved constructively, relationships between employees become more harmonious and supportive. This deeper collaboration allows tasks to be completed more easily and quickly. The team can work more efficiently, as there are no tensions or friction disrupting their collaboration. Therefore, conflict management not only reduces issues but also enhances overall performance.

5. Discussion

1. Conflict within Workgroups at Bawaslu DKI Jakarta

Conflict within a workgroup often arises due to differences in opinions, goals, or values among team members. For instance, when one member has a different working style or feels that their contributions are not appreciated, this situation can trigger tension. Ineffective communication can further exacerbate the issue, leading to frequent misunderstandings. Although conflict feels uncomfortable, it can actually be an opportunity to improve the team dynamics if managed well. By initiating conversations, listening to each other's perspectives, and seeking joint solutions, the group can learn from its differences and strengthen collaboration in the future.

According to (Ayuna Agustina & Edi Sofian, SE., M, 2019) work conflict is the incompatibility between two or more members or groups in a company because of differences in status, goals, values, or perceptions. Conflict is also defined as disagreement, contradiction, and dispute. Conflict that contradicts the group's objectives is referred to as dysfunctional conflict. Dysfunctional work conflicts include dominating discussions, disliking teamwork, personality clashes, individual disputes, and tension.

Conflict within the workgroup at Bawaslu DKI Jakarta generally arises due to communication issues. The lack of clarity in conveying information often leads to tension among team members. Work pressure, especially when approaching deadlines, further exacerbates communication problems. In high-pressure situations, team members tend to make assumptions or misunderstand each other, which can worsen the tension. Overall, this conflict reflects the importance of clear information flow and open communication in creating a productive work environment. By addressing communication issues and strengthening cooperation, the group can reduce potential conflicts and enhance team effectiveness.

This description aligns with the research conducted by (Juharyanto et al., 2020). which states that poor communication is one of the worst causes in an organization. Poor communication can be caused by language differences, different understandings, and failure to convey information.

2. Conflict Management Strategies within Workgroups at Bawaslu DKI Jakarta

Based on observations and interviews with participants at Bawaslu DKI Jakarta, it is evident that conflict management within workgroups heavily depends on effective communication. One of the main strategies implemented is holding regular meetings or discussions. These meetings provide an opportunity for each employee to express their opinions, share concerns, and collectively seek solutions. By listening to one another, the team can find fair and effective ways to resolve existing issues. Additionally, meetings are also used as moments for evaluation to prevent similar

conflicts from arising in the future, creating a more harmonious work environment. This approach is supported by the statement of (Muslim, 2020) who suggests that conflict prevention can be achieved through curative approaches such as collaboration, personal approaches, effective communication, and persuasive methods.

The importance of separating personal conflicts from work-related issues is also emphasized. Personal conflicts, if not properly addressed, can interfere with productivity and professional relationships among coworkers. At Bawaslu DKI Jakarta, there are efforts to ensure that personal issues are not brought into the work environment. By doing so, employees' focus remains on the tasks and responsibilities they are entrusted with. This approach is expected to enhance performance and create a more conducive and supportive work environment.

3. Impact of Conflict Management on Productivity and Workgroup Performance at Bawaslu DKI Jakarta

Good conflict management has a significant positive impact on team productivity and performance. When conflicts are handled appropriately, team members can focus more on their work without being burdened by unresolved issues. This makes it easier to achieve the organization's goals. Furthermore, when conflicts are resolved constructively, relationships among team members improve and become more supportive. With a harmonious work environment, collaboration becomes more efficient, leading to faster task completion. Therefore, conflict management is not just about addressing problems but also about enhancing overall team performance. This is in line with the statement of (Adventy et al., 2020) who assert that conflict management has a positive impact on employee performance. Conflicts created within a group can improve group performance, but conflicts created by individuals can decrease group performance.

Based on observations and interviews with participants, it is clear that good conflict management has a positive effect on team productivity and performance at Bawaslu DKI Jakarta. When conflicts are managed appropriately, team members can focus on their tasks without being disturbed by unresolved issues. This allows them to achieve organizational goals more smoothly. Therefore, conflict management is not just about avoiding problems, but also about improving team performance and creating a positive, supportive work environment.

6. Conclusion, Implication, and Recommendation

In conclusion, this research at Bawaslu DKI Jakarta highlights the critical role that effective conflict management plays in the functioning of workgroups. Conflicts often arise from a variety of sources, including poor communication, differing opinions, and excessive workloads, all of which can create significant barriers to productivity and team cohesion. Participants in the study pointed out that unresolved conflicts can lead to an uncomfortable work environment, where team members feel stressed and unproductive. This situation not only affects individual morale but also undermines the overall efficiency of the team. However, the findings also reveal that when conflicts are managed constructively through open dialogue, active listening, and collaborative problem solving teams can turn these challenges into opportunities for growth. Such an approach not only helps in resolving differences but also strengthens relationships among team members, fostering a culture of collaboration and mutual

support. Ultimately, the research demonstrates that effective conflict management is essential for achieving the organization's goals and ensuring a positive work environment, where employees can thrive and contribute to their fullest potential.

The implications of this research are substantial, suggesting that organizations like Bawaslu DKI Jakarta need to prioritize effective communication as a cornerstone of their conflict management strategies. By cultivating a workplace culture where employees feel comfortable voicing their concerns and participating in discussions, the organization can significantly mitigate misunderstandings and enhance team cohesion. It is crucial for management to recognize that many conflicts stem from communication breakdowns and differing expectations. Furthermore, the research emphasizes the importance of separating personal issues from work-related conflicts to maintain focus on professional responsibilities. By doing so, the organization can create a more focused and productive workforce, ultimately leading to improved job satisfaction and employee retention.

To further enhance conflict management practices at Bawaslu DKI Jakarta, several recommendations can be made. First, the implementation of regular training programs focused on communication skills is essential. These programs should aim to equip employees with the tools necessary to express themselves clearly and understand their colleagues better, thereby reducing the likelihood of misunderstandings. Additionally, it is vital to establish clear protocols for conflict resolution within teams. Developing and communicating a structured framework for addressing conflicts will ensure that all employees are aware of the steps they can take to resolve issues constructively.

Moreover, encouraging team-building activities can play a significant role in strengthening relationships among team members. Regularly scheduled team-building exercises can foster trust and camaraderie, making it easier for employees to work through conflicts when they arise. Another key recommendation is to monitor employee workloads and stress levels actively. By regularly assessing these factors, management can prevent burnout, which often exacerbates conflict situations. Providing support during high-pressure periods, such as flexible deadlines or additional resources, can help maintain a positive work environment and reduce tensions among staff.

By implementing these recommendations, Bawaslu DKI Jakarta can significantly enhance its conflict management strategies. This proactive approach will not only lead to improved productivity and better team dynamics but also contribute to a more supportive workplace culture where employees feel valued and empowered. Ultimately, effective conflict management will serve as a foundation for the organization's success, fostering an environment where collaboration thrives and organizational goals are met efficiently.

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