Conflict Management Strategies : Improving Team Performance Through Collaboration and Communication (Human Resource Management Literature Study)

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Abstract: This study looks at conflict management strategies that apply productive cooperation and communication to enhance team performance. As part of the literature analysis process, several conflict resolution strategies employed by work teams were evaluated to determine how they affected both individual and group performance. An assessment of these tactics' contribution to creating a peaceful and effective work environment was one of the research's goals. It is intended that this research will help determine the most effective approaches that not only deal with conflict in a positive way but also promote teamwork and collaboration. In order to improve work satisfaction, employee engagement, and overall organizational performance, useful advice will be made to assist organizations in implementing effective conflict management practices. Findings from the literature also highlight the importance of collaboration and effective communication in improving team performance. Therefore, conflict management strategies, collaboration, and good communication are considered key interacting factors in creating a productive, innovative, and harmonious work environment, which becomes crucial for team success in various organizational contexts.

Keywords: Conflict Management Strategy, Collaboration, Communication and Team Performance.

INTRODUCTION

In the era of economic growth, which is full of competition and dependence, every individual and organization finds that they depend on each other. All this competition and dependence results in differences of interests that may lead to conflict. When at least two parties who depend on each other experience a mismatch between reality and expectations, conflict arises (Gary, 2021). In addition, conflict can also be caused by the interference of

others in achieving certain goals or competition over uncommon resources (Caputo et al., 2018). Conflict can occur when one person does not recognize the interests, needs, or concerns of another. This happens even if the other person is unaware of the conflict (Algert et al., 2021). Therefore, conflict can occur, whether both parties know about it or not. Poor handling of conflict has a negative impact on individuals, groups, communities, and countries (Luthans et al., 2021). However, if handled correctly, conflict can help find and solve problems that occur in interactions between people, between people and groups, or between groups and groups.

According to conflict theory, it is not the process of value adjustment that brings about change, but conflict, especially between groups and classes in society, that causes social change. This theory is highly discussed in sociology. Conflict theory is defined simply as a set of theories that explain how conflict, especially among groups and classes, functions in the social life of society. These theories also see domination, coercion, and power as elements that shape society. Some of the foundations of these theories are known. In conflict theory, as opposed to functional structural theory, the order of society is very important. It sees dissension and conflict in the social structure, and humans tend to dominate and antagonize each other, mainly because of power. Classical and contemporary conflict theories differ on the causes of conflict. Mapping is also needed to simplify conflict theory, especially in HR management because there are many definitions.

Conflict management is an important process in any organization that aims to address differences of opinion or interests that may arise among individuals or groups. One strategy that has been proven effective in conflict management is the collaborative approach, in which the parties involved work together to reach a solution that satisfies all parties. Collaborating in conflict resolution can improve employee satisfaction and overall organizational performance, according to Rahim (2002). In addition, a recent study by Thomas and Kilmann (2023) emphasized how important it is to understand individual conflict resolution styles and choose appropriate management strategies. This research offers a new perspective on how organizations can build a culture that encourages open talk and inclusive conflict resolution. This method enables companies to create a harmonious and productive work environment. The result will be improved performance and sustainability in the long run.

In an effort to improve working relationships by using conflict management techniques. This can be achieved through free and honest communication, respecting and defending each other's feelings, accepting criticism that can help organizational goals, and appreciating differences (Kwantes et al., 2008). They improve the psychological state of individuals and work groups because they feel involved and valued for their abilities. The result is improved individual and group performance. According to a recent study by Menguc and Berger (2024), collaboration between business units and HR departments can improve company performance and productivity with better HR policies and practices. Such collaboration enables integration between HR strategies and business goals, thus ensuring that HR policies support the organization's vision and mission. Furthermore, a study by Guest and Bos-Nehles (2022) highlights the importance of collaboration between managers and employees in competency development and individual goal achievement, which overall has a positive impact on employee performance and, therefore, overall organizational performance. By encouraging strong collaboration across the various levels of the organization, companies can create a work environment that promotes growth and innovation, and improves sustainable performance.

Effective communication plays a key role in human resource management (HRM) and has a direct impact on organizational performance. According to recent research by DeMatteo et al. (2023), open and transparent communication between management and employees can improve individual and collaborative performance, and strengthen the bond between employees and the company. Clear communication of organizational goals, performance

expectations, and constructive feedback help create a positive work environment and motivate employees to achieve their best results. Furthermore, research by Men et al. (2022) emphasized the importance of two-way communication in HR management, where employees also have the opportunity to provide input and express their needs.

This allows management to better understand the needs of individuals and take appropriate steps to improve their performance. By strengthening communication at all levels of the organization, companies can create a culture that supports growth, collaboration, and innovation, which in turn will improve overall performance. So that performance can be defined as the real work results of individual employees or groups, where the behavior displayed is in accordance with their role in the organization (De Dreu and Weingart, 2003). According to Sudarma (2012), performance is defined as the result of what is done, be it a product or service produced by an individual or group of people.

This human resource management literature study will focus on conflict management strategies aimed at improving team performance through collaboration and communication. In this context, the research will explore the various approaches used by work teams in managing conflict, and will analyze the impact of these strategies on individual and group performance. In addition, an evaluation will be conducted to assess the extent to which the implementation of conflict management strategies can create a harmonious and productive work environment. It is expected that through this study, the best methods will be found that can not only resolve conflicts constructively, but also encourage synergy and collaboration among team members. The practical recommendations aim to assist them in implementing conflict management strategies that can increase job satisfaction and employee engagement, which will ultimately have a positive impact on improving the overall performance of the organization.

METHOD

This research was studied using a qualitative research method with a library research approach. Sources of scientific articles cited come from online media such as Mendeley and Google Scholar. Qualitative research is the right choice because it offers the opportunity to study phenomena in a more in-depth and exploratory way (Ali & Limakrisna, 2013). By using the characteristics of qualitative research, data can be presented in its natural state without converting it into numbers or symbols. The focus of this research is as follows :

1. The impact of effective conflict management strategies on team performance;
2. The impact of collaboration roles on team performance; and
3. The impact of communication on team performance.

Table 1. Prior Research

No.	Author	Research Results	Similarities to This Article	Difference with This Article
1.	Hakiki, M. S. et al. (2022)	The background of the study on Leadership, Conflict and Conflict Management is so that conflict can be recognized and understood, and then can be managed by leaders / managers and teams, as one of the elements that is expected to have a positive impact on the company and also for the stakeholders of the	The research was conducted using the literature review method.	The research type used is qualitative.

		organization / company.		
2.	Wangania, D. et. al (2023)	Research shows that some of the ways to improve lecturer performance are collaboration, better communication, recognition of lecturers' roles and contributions, cooperation rewards, and conflict mediation.	The focus of this study is conflict management strategies.	Qualitative research methods were used in this study to investigate how team performance affects conflict management strategies, collaboration, and communication.
3.	Permata, A. Q., et al. (2020)	The selection of qualified human resources is one of the strategies that can be used.	The research was conducted using the literature review method.	The type of research used is qualitative with 3 independent variables.
4.	Faturahmi, et al. (2022)	The focus of this research is the role of conflict management and conflict handling methods in school organizations.	This research explores conflict management, but the focus in the world of education.	The type of research used is qualitative with 1 dependent variable and 3 independent variables.
5.	Cyrious. et al. (2023)	The purpose of this study is to explain the components of effective communication that contribute to improved employee performance.	This study only addresses communication, conflict management, and organization.	In accordance with previous research, the purpose of this study is to identify the effect of conflict management, collaboration, and communication strategies on team performance.
6.	Thalia, F. et al. (2022)	This study discusses how teamwork and team communication affect company performance with employee performance variables.	The results of this study focus on building effective teamwork and team communication for PT MAB and are in line with one of the variables that will be created by the author.	The independent variables of this study are cooperation and communication. The independent variables of this study are conflict management strategies, collaboration and communication.
7.	Sukma, N.W. (2023)	Team members can clearly understand what is expected of them and how they can contribute effectively with clear and open communication.	Contains information about relevant literature on how effective communication can improve team performance and collaboration.	This research has aspects, factors in improving performance and results that are in accordance with the literature review discussion.
8.	Pahlevi. M.R.S. et. al (2023)	Everyone's behavior, way of thinking, style of acting, and way of socializing are influenced by these characteristics and abilities.	The research also found that the effect of teamwork on organizational commitment is positive and statistically significant.	The type of research used by the author is qualitative with 1 dependent variable.
9.	Fritsky, D.I. et. al.	This study provides an	Communication	The type of research

		in-depth insight into how company management can improve internal communication and teamwork to enhance employee performance and productivity.	analysis has in common that it looks at aspects in improving the effectiveness of team performance.	used is qualitative with 3 independent variables.
10.	Zhafiyah, S.Y., et al. (2023)	This article shows the importance of a leader to optimize work team performance. Where effective leaders have the ability to create a friendly work environment, encourage cooperation, provide clear direction, and manage conflict constructively.	Contains relevant literature on the role of team performance in its influence through collaboration.	This research has aspects, factors in improving team performance and results that are in accordance with the literature review discussion, both from conflict management strategies, collaboration and communication.
11.	Perkasa, B.R.P. (2024)	This study found that: 1) Teamwork has a significant and positive effect on employee performance, which means that if teamwork increases, employee performance also increases; 2) Communication has a significant and positive effect on employee performance, which means that if teamwork increases, employee performance also increases; and 3) Teamwork and communication simultaneously affect employee performance.	In this study, it was also found that the factor that makes team performance decline, it is certain that one of the determinants is obstructed communication.	This research explains the factors in general, but specific according to previous relevant research.
12.	Anhar., et al. (2022)	The results showed that communication and teamwork, or teamwork, partially and simultaneously had a major impact on the performance of parawives at the Bima District General Hospital.	This study also found the understanding of the role of team performance in its influence through communication.	Discussion with literature review, both from conflict management strategies, collaboration and communication.
13.	Ibrahim, M. (2020)	The results of this study's data analysis show that trust, long-term relationships, and collaboration are the main factors that determine supply chain management performance.	There are similarities in the article that the author makes, namely: understanding the role of team performance in its influence through collaboration.	Discussion with literature review, both from conflict management strategies, collaboration and communication.

| 14. | Ajijah, J.H. et al. (2021) | The results show that when both are used together, competence and communication affect the performance of village officials in the Jasinga District area of Bogor Regenc | To determine communication on performance. | This research uses the theory of conflict management strategies, collaboration and communication. |
| 15. | Sumali, A. (2019) | At SDN Parakan South Tangerang, communication and work discipline have a positive impact on teacher performance. | Knowing the effect of communication and work discipline on teacher performance. | This research explains the factors in general, but specifically according to previous relevant research according to the literature review. |

Description. Variables : Y = Team Performance; X1 = Conflict Management Strategy; X2 = Collaboration; and X3 = Communication

RESULTS AND DISCUSSION
The Effect of Effective Conflict Management Strategies on Team Performance

In an organization, conflict is inevitable. How a person sees conflict greatly influences how they address the issue. Consequently, this assumption will affect how the leader or manager acts. Before proceeding, it is imperative to understand what conflict is. Conflict is a social event that shows disagreement or disagreement (Lestari, 2012). According to Thomas (in Lestari, 2012), conflict arises when one party considers its interests to be obstructed by another party. Conflict situations occur when there are differences in goals and attempts to control each other. This causes conflicting feelings and behaviors (Lestari, 2012). A wrong understanding of conflict can cause organizations to take the wrong approach in managing it. If conflict is seen as something bad and should be avoided, then organizations tend to emphasize conflict avoidance and concealment. However, if conflict is seen as something that is natural and can be managed well, then the organization will be more open to handling it constructively. Leaders or managers play an important role in determining how the organization views conflict. They must be able to understand the nature of conflict and develop skills to manage it effectively. This includes the ability to recognize the causes of conflict, identify the parties involved, and implement appropriate coping strategies. Effective conflict management strategies may include negotiation, compromise, collaboration, or even confrontation if necessary. Leaders must be able to choose strategies that are appropriate to the situation and characteristics of the conflict. In addition, they must also be able to facilitate a good communication process between the parties involved in the conflict. By understanding conflict and managing it well, organizations can utilize conflict as an opportunity to improve performance, creativity, and innovation. Conflict can encourage critical thinking, promote change, and strengthen relationships between organizational members. Therefore, leaders or managers must be able to see conflict as an opportunity, not a threat to the organization.

Erikson discussed conflict on three levels. The first arises when a person faces the demands of society or their parents. The second is internal conflict, such as when a person is dealing with their beliefs and doubts. The third is when a person determines how to adapt (in Lestari, 2012). As described by Robbins and Hunsaker (1996) and Kaushal and Kwantes (2006), effective conflict management includes avoiding conflict, accepting existing conflicts, accepting competition positively, reaching compromises, and combining various perspectives to solve problems.

According to research conducted by Irawati (2007), these methods can improve group performance by ensuring that group members cooperate well, have free communication, and

work effectively when completing tasks. Nothing will be good if conflict is not managed well. Conflict management is a very important way to deal with conflict. According to Wirawan (2010), conflict management is a process in which different parties develop ways to resolve their differences of opinion so that they can reach a desired decision. According to Robbins (2004), conflict management consists of coordinating resolution and stimulation strategies to achieve the desired level of conflict.

Conflict management is defined by Moore (2004) as a person's tendency to control disagreements through their attitudes and behaviors. Toomey (in Wirawan: 2010) says conflict management is the way a person handles conflict. According to these ideas, conflict management is a coordination process in which individuals manage opposition through their attitudes and behaviors.

Robbins (2002) states that there are many conflict management styles that people use : 1) The competition (competitive), in which a person uses force to win in conflict with others; 2) The collaboration, where the focus is on finding integrative solutions when the interests of both parties are too important to compromise; 3) Avoidance : This approach sees conflict as unproductive, and they avoid the problem by throwing it at others or avoiding conflict situations. This creates an environment where goals can be achieved together; 4) Accommodation : This model focuses on relationships and pays less attention to self-interest. Individuals who have this tendency are more likely to cooperate and sacrifice their personal interests for the benefit of others; and 5) Compromise : This method focuses on finding ways to sacrifice their personal interests for the benefit of others.

Meanwhile, Rahim (in Wirawan, 2010) noted five different conflict management styles: 1. Dominance (Domination): This style is similar to competition, where people only fulfill their own goals without considering the needs of others. 2. Integration (Integration): This style is also known as collaboration, where the people involved in the conflict try to achieve optimal conflict resolution by meeting their own and the opposing party's goals simultaneously. 4. Evasion: Parties involved in conflict refuse to talk about the conflict, and 5. Obliging: In conflict, the parties involved pay high attention to the opponent and low attention to themselves.

Taking into account the above ideas, it can be concluded that conflict management includes a variety of styles and approaches tailored to the conditions and needs of each individual and group in an organization. Choosing the right conflict management style can help in reaching the desired decision and improving team performance.

The way a person acts in a conflict situation is influenced by various elements that make up the conflict management pattern. The following factors influence conflict management: 1) Perception of the Conflict; 2) Perception of the Causes of the Conflict; 3) Perception of How the Conflict Opponent Will Act; 4) Communication Patterns in Conflict Interaction; 5) Power Possessed; 6) Experience with Conflict; 6) Resources Possessed; 7) Gender; 8) Emotional Intelligence; and 9) Personality.

To improve team performance, conflict management strategies are essential. Conflict in teams can occur due to differences in opinions, interests, or work styles between team members (Wirawan: 2010). Conflict can disrupt cooperation, impair productivity, and even damage team relationships. Therefore, to improve overall team performance, managers or team leaders must have strategies to manage conflict. Problem solving or encouraging collaboration are strategies that can be used. Team members are encouraged in such situations to actively participate in conflict resolution by finding solutions that benefit all parties. Team members can understand each other and reach a fair consensus to achieve a common goal by allowing open and constructive discussions.

An effective communication strategy is essential for overcoming conflict. Team managers must ensure that the lines of communication remain open and transparent so that

team members feel comfortable to express their opinions, concerns, or problems. Effective communication reduces misunderstandings and speeds up conflict resolution.

Team managers must be able to spot the source of conflict and prevent it in the first place. This can be achieved by conducting periodic evaluations, tracking team performance, and promptly addressing dissent or conflict before it becomes a more serious problem (Lestari, 2012). Team members will be better able to work together harmoniously and effectively if they respect and understand each other. In addition, team managers should set a good example in handling conflict. To resolve conflicts in a constructive way, they should demonstrate an open, flexible and responsible attitude. Team managers can inspire their teammates to act and behave in the same way when handling conflicts.

Those who are adept at handling conflict can handle various conflict situations more relaxed, wisely, and productively (Winardi, 2004). They are not too hasty in handling conflicts; instead, they are more likely to consider their options before acting or issuing opinions. This concept suggests that people have become sensitive to the dynamics of conflict and realize the importance of handling conflict wisely. For example, people who are good at handling conflict tend to listen carefully to others' opinions and perspectives before responding. They not only concentrate on their own point of view, but they also carefully consider the other person's point of view. Therefore, they are able to avoid impulsive or aggressive actions that may exacerbate the conflict.

In addition, people who are able to handle conflict well are also able to control their emotions and behavior when facing conflict. They are not easily swayed by emotions or engage in harmful behaviors in an effort to resolve conflicts. Instead, they remain calm, objective, and proactive in finding a satisfactory solution for all parties involved. In addition, individuals who are able to handle conflict well can also choose the right approach to handle different types of conflicts. They can handle each conflict in a variety of ways, such as compromise and collaboration to tactful conflict avoidance. As a result, they can adapt their ways to the specific situation and needs of each conflict they face.

Those who are able to handle conflict well can reduce the negative impact of conflict on team performance and interpersonal relationships (Lestari, 2012). Conflict management strategies can help improve team performance by creating a harmonious, supportive and productive work environment. They can also help achieve common goals by increasing awareness, self-control, and strategic capabilities in dealing with conflict. Teams can achieve better results by encouraging collaboration, effective communication, mutual understanding, conflict prevention, and good leadership.

Influence of Collaboration Roles on Team Performance
"Collaboration" and "collaboration" are derived from the words "co" and "work", which means uniting forces or increasing capabilities to achieve a mutually agreed upon goal. In addition, the term "collaboration" is often used to describe the process of completing work that spans across countries, across sectors, across relationships, or even across organizations (O'Leary, 2010). By incorporating perspectives that focus on effective cooperative outcomes, the concept of collaboration fosters strong collaboration within a team and is the result of problem-setting, direction-setting, and structuration. A key component of collaboration is working together in equality, which describes the relationship between members working together.

Seven signs of effective collaboration, according to Lok et al. (2006), are as follows: 1) Ability to work together with team members to solve problems and achieve goals; 2) Ability to participate in the development of team plans and goals; 3) Ability to support team members by encouraging participation and listening to others' ideas; 4) Ability to recognize others' skills, experience, knowledge, creativity, and contributions; and 5) Ability to evaluate and assess others' contributions. Effective collaboration is key to improving team

performance. Some aspects of collaboration that play a role in improving team performance include :

1. Clear and open communication allows each team member to convey ideas, questions and concerns easily. This creates an environment where everyone feels heard and valued.
2. Clearly assigning roles and responsibilities to each team member helps prevent overlap and ensures that all work is done efficiently.
3. Recognizing diversity in experience, background, and perspective among team members can enrich the collaboration process by bringing in different viewpoints.
4. Encouraging the development and acceptance of new ideas helps ensure that the team remains innovative and can respond to challenges in creative ways.
5. Ensuring that every team member is actively involved in team activities and discussions helps build ownership of the final outcome and increases the individual's sense of responsibility for the team's success.
6. Prioritizing cooperation over internal competition helps create an environment where each team member feels supported and treated as a partner in the achievement of common goals.
7. Facing challenges as a team and seeking solutions together helps strengthen team bonds and results in better solutions than would be possible individually.
8. Giving and receiving constructive feedback helps team members to learn and develop continuously, and improves the quality of work.
9. Being flexible in adjusting plans and strategies when necessary helps the team to remain responsive to changing situations and maximize the effectiveness of collaboration.
10. Building strong and trusting interpersonal relationships among team members helps improve overall teamwork and performance.

In addition, there are several factors that can affect collaboration in team performance :

1. Clarity on shared goals and team vision can motivate team members to work together more effectively.
2. Open and honest communication promotes better collaboration by allowing team members to share information, ideas, and problems.
3. Trust is the foundation of effective collaboration. Without trust, team members may be reluctant to share ideas, admit mistakes, or rely on each other.
4. The ability to communicate well, cooperate and resolve conflicts are important interpersonal skills in facilitating successful collaboration.
5. Disclosure of roles and responsibilities among team members helps prevent overlap and confusion, and improves work efficiency.
6. Team members need to share the same commitment towards achieving a common goal and be ready to work together for the benefit of the team.
7. Diversity among team members in terms of experience, background, and perspective can enrich discussions and lead to more innovative solutions.
8. Leadership that facilitates collaboration, inspires trust, and provides clear direction can improve overall team performance.
9. An organizational culture that supports collaboration, innovation and learning can help create an environment where collaboration can thrive.
10. Appropriate use of technology and work tools can facilitate communication and collaboration between team members, especially in geographically dispersed teams.

Mansaray, H.E. (2022) mentioned the importance of team collaboration in improving organizational performance. The study showed that teams that collaborate frequently perform better than teams that work individually.

Tannenbaum, S.I. et al. (2021) also conveyed the importance of developing team capacity to adapt and respond to changes in the work environment, which in turn increases

the effectiveness of team performance. Some of the key outcomes of effective collaboration include :

1. Collaboration allows team members to share the workload and combine their expertise, which overall increases team productivity. By working together, teams can complete tasks faster and with better results.
2. When team members work together and share ideas, they tend to come up with more creative and innovative solutions. Collaboration enables a dynamic and inspiring exchange of ideas, which is essential for innovation.
3. Teams that collaborate well tend to make better decisions. Constructive discussions and debates allow teams to consider multiple perspectives and choose the best solution.
4. Good collaboration can increase team members' job satisfaction. Feelings of mutual support and working towards a common goal increase motivation and personal satisfaction.
5. Effective collaboration improves communication between team members, which is essential for efficient coordination and execution of tasks. Good communication also reduces the risk of misunderstandings and conflict.

Effective collaboration in teams is not just about working together but also involves good communication, trust, and shared goals. When teams are able to collaborate well, they are more likely to achieve superior and sustainable results.

Influence of Communication Roles on Team Performance

Laswell (2018) states that communication, also called communicating, is the process of passing a message from one person to another through an effective channel. Communication consists of two parts: verbal communication, which consists of words or writing, and nonverbal communication, which consists of gesture cues that can be observed and understood by others. The success of an organization or company depends on how well leaders and subordinates communicate. Leaders of organizations or companies must ensure that communication in all organizational structures is balanced, including effective and efficient downward communication, upward communication, and horizontal communication in case of conflict within their organization or company. "Performance appraisal is the process an employer uses to determine if an employee is performing the job as intended."

To help organizational members do a good job, communication is essential. If it does not go well, it is difficult to achieve goals and the organization may collapse. Therefore, the ability to communicate well is helpful in establishing effective communication within an organization. To improve employee performance, communication is very important, especially in terms of cooperation with superiors and morale. In addition, it can organize tasks to ensure the effective flow of information in the workplace. Communication will run smoothly, and employees will receive good job information from the leadership or vice versa. Mustaqim (2018) explains effective communication as a successful message delivery process that achieves communication objectives clearly and precisely and is able to produce good understanding between the sender and receiver of the message.

Information must be delivered systematically, precisely, and tailored to the audience for effective communication. Effective communication helps people understand each other, avoid misunderstandings, and build good relationships between members of an organization or among themselves. Effective communication also requires active listening skills, the ability to convey ideas clearly, appropriate use of language, and understanding the context of communication. Effective communication significantly improves team performance by encouraging better cooperation and collaboration.

Communication is one of the most crucial aspects that affect team performance. Here are the aspects of effective communication in improving team performance :

1. Clear and timely communication allows team members to coordinate their tasks more efficiently. This reduces duplication of effort and ensures that all team members are working towards the same goal.
2. When team members communicate effectively, they can share their knowledge and experience to solve problems more quickly and efficiently. Open discussions allow the team to explore various solutions and choose the best one.
3. Good communication helps clarify the roles and responsibilities of each team member. By knowing what is expected of them, team members can work with more focus and avoid confusion that can hinder performance.
4. Many conflicts in teams arise due to miscommunication or lack of communication. By promoting open and honest communication, teams can identify and address potential conflicts before they develop into bigger problems.
5. Effective communication helps build trust among team members. This trust is essential for creating a harmonious work environment where team members feel comfortable to share ideas and take risks.

Effective team communication is not just exchanging information, but also building strong relationships, understanding each other's roles, and making each team member feel valued and heard. Therefore, effective communication is key to achieving optimal team performance.

Conceptual Framework

The framework of this article is as follows based on the formulation of the problem, theoretical studies, relevant previous research, and discussion of the influence between variables :
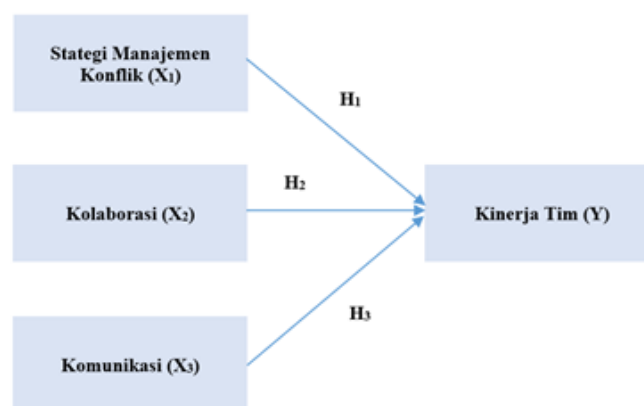
Picture 1. Conceptual Framework

Based on the conceptual framework above, team performance is influenced by Conflict Management Strategy, Collaboration, and Communication. In addition to these three exogenous variables, there are many other variables that affect performance, one of which is :
1. Leadership   : Susanto (2023), Nguyen et al. (2023)
2. Motivation   : Ramadona et al. (2021), Sirait et. al (2022)
3. Competence and Skills   : Muliati et al. (2022), Wardana et al. (2022)

CONCLUSION

Human resource management studies show that effective conflict management approaches improve team performance. A good conflict management strategy allows conflicts to be identified and resolved constructively to create a friendly and productive work environment. As a result, the lack of conflict and increased team focus on common goals results in improved overall performance. In addition, team collaboration affects team

performance as team members can share knowledge, skills and resources with each other, resulting in increased innovation and creativity. In teams, synergy-driven cooperation enables more efficient and effective completion of tasks.

In addition, it has been proven that effective communication improves team performance. With clear, open and honest communication, tasks can be better coordinated, misunderstandings can be reduced and trust among team members can be built. With good communication, difficulties can be overcome more easily and focus can be maintained on achieving common goals. Overall, team performance is influenced by three important elements: effective conflict management strategies, strong collaboration, and good communication. When used correctly, they can create a productive, innovative and harmonious working environment, which is crucial for team success in any type of organization.

Conflict management strategies can improve team performance. Differences in members' opinions, interests or ways of working can lead to conflict. Managers should use strategies to encourage collaboration, maintain good communication, and prevent conflict in the first place. Those who are good at handling conflict can deal with conflict calmly, wisely and productively, which enables them to reduce the negative impact of conflict on team relationships and performance. Thus, they can build a harmonious and productive work environment that enables the team to achieve the best results.

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