

## Conflict Management: A Systematic Literature Review (SLR)

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### ABSTRACT

The purpose of this literature review is to find and examine various definitions of conflict management based on the broad context of previous research. This research was conducted qualitatively using the literature study method with the help of the Google Scholar and Mendeley databases. The type of data used in this literature review is a type of secondary data in the form of articles and research journals totaling 29 articles and research journals both nationally and internationally with the journal publication year 2011-2022. The results of this literature review are based on the results of bibliometric data analysis through the context of previous research which shows that there are 5 definitions of conflict management, there are 4 antecedents of conflict management and there are 6 consequences of conflict management, there are 9 sectors of conflict management

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## Manajemen Konflik: Tinjauan Literatur Sistematis (SLR)

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### ABSTRAK

Tujuan dari kajian literatur ini adalah untuk menemukan dan mengkaji variasi definisi manajemen konflik yang berdasarkan pada konteks penelitian terdahulu secara luas. Penelitian ini dilakukan secara kualitatif dengan menggunakan metode studi pustaka dengan bantuan database Google Scholar dan Mendeley. Jenis data yang digunakan dalam kajian literatur ini adalah jenis data sekunder berupa artikel dan jurnal penelitian sebanyak 29 artikel dan jurnal penelitian baik nasional maupun internasional dengan rentang penerbitan tahun jurnal 2011-2022. Hasil kajian literatur ini berdasarkan pada hasil analisis data bibliometric melalui konteks penelitian terdahulu yang menunjukkan bahwa terdapat 5 definisi manajemen konflik, terdapat 4 anteseden manajemen konflik dan terdapat 6 konsekuensi manajemen konflik, terdapat 9 sektor manajemen konflik

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## INTRODUCTION

In general, conflict management can be said to be a factor system and organizational structure that is able to support group goals and improve group performance through learning and inspiration in the context of organizational improvement (Robbins in Wairisal, 2022). In this case, individuals within the organization must be able to implement conflict management both inside and outside the organization based on the relationships they build with both the internal organization and external parties of the organization. If the manager or company leader can implement conflict management, then the manager or company leader can control conflict within the organization and outside the organization well. Various kinds of previous research have led to many concepts or ideas about conflict management. These concepts emerged which aim to answer challenges for organizations that are in a strategic and dynamic environment and require good management.

One of the ideas about conflict management put forward by Bradford in Wairisal (2022) produces a behavioral theory of conflict management. Based on this theory, there are three types of conflict management behavior, namely collaboration, confrontation and accommodation. With regard to CM, it is quite common to find previous research on this topic over the last decades. These studies seek to determine the impact or benefits that can be obtained from CM, in addition to the factors that determine it. However, it is still rare to find previous research that discusses CM itself in depth from the many previous studies. Therefore, this research was conducted in order to provide an understanding of the literature on CM, particularly its antecedents and consequences as part of developing organizational research. This study aims to be able to develop a research framework model related to conflict management

## LITERATURE REVIEW

### *The Relationship between Organizational Justice and Conflict Management (CM)*

Employees communicate with the organization where there are always differences of opinion, values, goals and situations that can create tension and turn into conflict. The above is a phenomenon of employee relations that cannot be avoided so that managers as soon as possible to manage the conflict in the form of a strategy through minimizing conflict dysfunction and maximizing the constructive function of conflict by donating various facilities within the organization, especially employee job satisfaction (Rojalin dan Chandan dalam Posthuma et al, 2018).

H1: How is the definition of conflict management based on previous research?

*The Relationship of Conflict Management to Job Satisfaction*

Wall and Nolan conducted a descriptive study of 71 task-oriented groups to assess the relationship between group satisfaction and the type of conflict and conflict management style yielded that by providing support for the proposition more strongly associated with an integrative conflict management style than Wall and Nolan's avoidance style in Chen and Liu (2012).

H2: Which conflict management antecedents have been widely studied based on previous research?

*The Relationship of Conflict Management to Organizational Performance*

Lower levels of constructive conflict management are associated with lower levels of job satisfaction and perceived organizational performance is positively related to a point beyond the level of constructive management required to make decisions by managers within the organization (Coggburn et al in Isaksen et al, 2017).

H3: Which consequences of conflict management have been widely studied based on previous research?

*The Relationship of Organizational Culture to Conflict Management (CM)*

Organizational culture governs the culture of organizational conflict within an organization. This means that there are strongly conflicting sets of words, ideas, values, behaviors, attitudes, habits and rules that can influence organizational members in thinking about and responding to conflict Cloke dan Goldsmith dalam Pietro dan Virgilio, 2013).

H4: How is the development of conflict management research when viewed in terms of the research sector which is the most widely used research object based on previous research?

Based on the background above which shows that the effect of CM on the antecedents, CM on the consequences and CM on the research development.

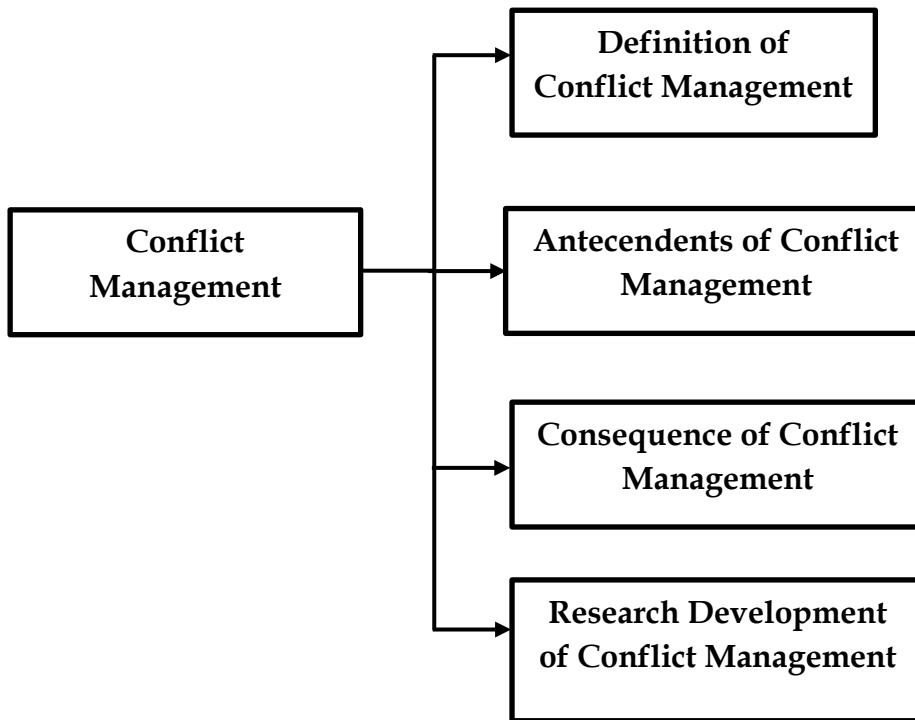


Figure 1. Conceptual Background  
Source: Primary Data Processed, 2023

## METHODOLOGY

To conduct further studies on CM, this study was carried out with a literature review by studying and reviewing a relevant topic based on previous research (Levstek, Hovelja & Pucihar, 2018). The CM concepts discussed in this research literature review include definitions, antecedents, consequences and research developments. Based on the explanation above, a reference search was carried out in the form of previous studies through an online database.

In conducting reference searches using bibliometric data analysis techniques with the help of VosViewer 1.6.1.9 software which aims to map and visualize the relationship between MK topics and other topics so that reference searches are more in-depth and easier to do. However, not all previous research can be used as a reference in this research literature review. There are certain criteria that must be met, as follows:

1. Previous research is a scientific article;
2. Previous research was sourced from scientific journals;
3. Previous research was published in 2011-2022;
4. Previous research with a minimum of 29 scientific articles with the help of the Google Scholar database and Mendeley;
5. Previous research with the keyword is conflict management (CM).

## RESULT AND DISCUSSION

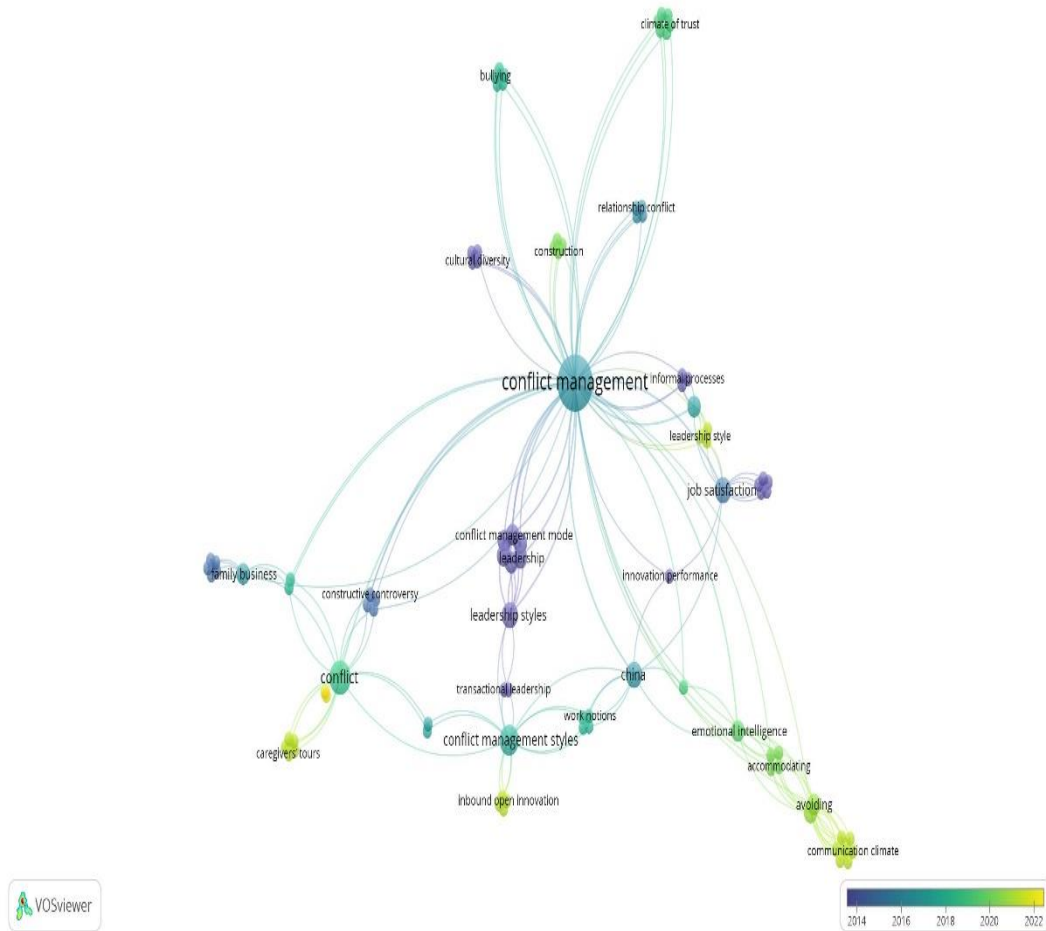


Figure 2. Mapping Results Based on Keywords  
Source: Processed Primary Data, 2023 VosViewer 1.6.19

Based on Figure 1 above which shows that after obtaining articles from online databases that are widely known and used by other researchers, the next step is to analyze the relevance of articles or journals that are relevant to the topics discussed. Some of these scientific articles or journals are summarized based on the database presented, as follows:

Table 1. Relevant Scientific Journals and Articles

No.	Mendeley Database	Keyword VosViewer
1.	Google Scholar	12
2.	Elsevier atau Science Direct	1
3.	Taylor & Francis Group Online	2
4.	Emerald Insight	14
<b>Total</b>		<b>29</b>

Source: Primary Data Processed, 2023

*Definition of Conflict Management (CM)*

Conflict management was first proposed by Fiedler and Thomas and Kilmann in Altmae et. al (2011), namely in terms of measurement analysis of a conflict management theory that relates to leadership styles and conflict management. The above is supported by other previous research through the opinion of Chen et. al (2012) said that currently, the most widely used measurement method for conflict management is the Thomas and Kilmann scale. Conflict management is the practice of identifying and dealing with conflicts in a reasonable, fair and efficient manner (Saeed et. al, 2014). In this case, company leaders often identify and handle conflicts within the organization in a reasonable, fair and efficient manner which shows that the work of their followers is highly respected. In addition, company leaders with CM also treat their followers equally. In other words, company leaders try to provide education and attention to all followers without any differences.

Furthermore, in line with various future studies, the idea of MK has developed to give rise to various definitions with various emphases. In their research, Blake and Mouton in Zhang et. al (2015) stated that the style of handling conflict management focuses on solving problems and integrating through caring for others. Meanwhile, three studies apply a conflict management scale specifically that emphasizes handling intellectual conflict in the context of integrating different perspectives based on the concept put forward by Johnson et. al in Vollmer (2016). In general, conflict management is defined as the extent to which team members engage in actions aimed at easing team disputes, effective conflict management has been shown to improve team performance (Behraf et al, Somech et al, Tekleab et al, Tjosvold et al in Nesterkin and Porterfield, 2016). On the other hand, conflict management is defined as designing effective strategies to minimize conflict dysfunction and maximize conflict's constructive functions that aim to increase learning

and effectiveness within an organization (Rahim in Rojalin and Chandan, 2018).

Based on the descriptions above, it appears that there are various ideas about the definition of CM that differ in terms of emphasis. This difference can be understood when viewed from the context of each different previous research. In summary, the five CM definition ideas above can be seen in table 1, as follows:

Table 2. Definition of Conflict Management

No.	Definition	Source
1.	Conflict management is the practice of identifying and dealing with conflicts in a reasonable, fair and efficient manner.	(Saeed et. al, 2014)
2.	A style of handling conflict management that focuses on solving problems and integrating through caring for others.	(Blake dan Mouton dalam Zhang et. al 2015)
3.	Three studies apply a conflict management scale specifically that emphasizes handling intellectual conflict in the context of integrating different viewpoints.	(Johnson et. al dalam Vollmer 2015)
4.	In general, conflict management is defined as the extent to which team members engage in actions aimed at defuse team disputes, effective conflict management has been shown to improve team performance.	(Behraf et al, Somech et al, Tekleab et al, Tjosvold et al dalam Nesterkin dan Porterfield, 2016)
5.	Conflict management is defined as devising effective strategies to minimize conflict dysfunction and maximize conflict's constructive functioning aimed at enhancing learning and effectiveness within an organization.	(Rahim dalam Rojalin dan Chandan, 2018)

Source: Primary Data Processed, 2023

#### *Conflict Management Antecedents (CM)*

After knowing the meaning of CM, this section will discuss the antecedents or determinants of CM. Based on various previous research contexts, it can be identified the factors that can trigger the occurrence of CM. In this study, three determinants of CM were identified based on previous studies which were found to be relevant. In summary, the three triggering factors for the occurrence of CM can be seen in the description below and in table 3, as follows:

Referring to the results of research put forward by that leadership style is defined as a way for managers or corporate leaders to achieve certain tasks by influencing their employees. There are many leadership studies focusing on two main goals namely good personal relations between colleagues and efficient and assertive leadership. The management of conflict management is very closely related to leadership and both depend on the personality of the individual and the surrounding environment (Fiedler and Thomas and Kilmann in Altmae et. al, 2011).

There are several researchers who tend to promote the contingency view which states that the good or bad of conflict depends on the way conflict management is used by employees through good and proper management, conflict can increase innovation, productivity and job satisfaction (Rahim, Callanan, Benzing, Wall and Callister in Chen et al, 2012). This is supported by the opinion of Lee in Chen et al (2012) who found that subordinates are more satisfied with their supervisor's supervision when they use certain conflict management behaviors through the application of a compromising and obliging integrating style. On the other hand, subordinates perceive their superiors mainly to use a domineering style and avoid viewing those who are incompetent in supervision thereby lowering their level of job satisfaction.

Based on the description above, it appears that there are various opinions about CM antecedents that differ in terms of emphasis. This difference can be understood when viewed from the context of each different previous research. In summary, the four CM antecedents above can be seen in table 2 below:

Table 3. Antecedents of Conflict Management

No.	Antecedents	Source
1.	Leadership Style	(Fiedler dan Thomas dan Kilmann dalam Altmae et. al, 2011)
2.	Job satisfaction	Lee dalam Chen et al (2012)
3.	Innovation	Lee dalam Chen et al (2012)
4.	Productivity	Lee dalam Chen et al (2012)

Source: Primary Data Processed, 2023

### *Consequences of Conflict Management (CM)*

With regard to the consequences or impacts caused by CM based on various contexts of previous research that has successfully proven this in research throughout 2014-2022. In general, CM provides positive benefits in improving employee performance through proper and appropriate handling and management of conflict (Behraf et al, Somech et al, Tekleab et al, Tjosvold et al in Nesterkin and Porterfield, 2016). Not only at the individual level, CM has also been shown to be able to influence groups and organizations through the leadership style of company superiors (Fiedler and Thomas and Kilmann in Altmae et. al, 2011). This shows that CM research has developed and penetrated into various aspects within the scope of human resource management research. Therefore, in this study 18 variables related to CM were identified based on various kinds of previous research contexts which can be seen through the descriptions below and in table 4 as follows:

The most proven CM consequence in this study is the Conflict Management Style. Conflict management style (CML) is a reflection of individual and group behavioral intentions when facing conflict situations through five styles, namely 1). Compete; 2). Collaborate; 3). Compromise; 4). Accommodating; 5). Avoid (Thomas and Womack in Ma et al, 2010). The explanation above is supported and strengthened by the opinion of Ma and Sorenson in Meng et al (2018) stating that the five styles originating from two dimensions provide a strong basis for strategies for dealing with conflict management.

Based on the description above, it appears that there are various opinions about the different consequences of CM in terms of emphasis. This difference can be understood when viewed from the context of each different previous research. In summary, the four CM consequence ideas above can be seen in table 3 below:

Table 4. Consequences of Conflict Management

No.	Consequences	Source
1.	Conflict Management Style	(Ma et al, 2010); (Gull et al, 2012); (Choi et al, 2013); (Saeed et al, 2014); (Zhang et al, 2015); (Bernaldez et al, 2016); (Lu et al, 2017); (Meng et al, 2018); (Wang et al, 2020); (Aoun et al, 2020); (Shabani et al, 2022); (Imtiaz et al, 2022)
2.	Job satisfaction	(Chen et al, 2012); (Choi et al, 2013); (Coggburn et al, 2017); (Anas et al, 2020); (Hardin et al, 2021)
3.	Organizational Performance	(Awan et al, 2015); (Coggburn et al, 2017); (Wang et al, 2020); (Gomathy et al, 2022)
4.	Innovation	(Chen et al, 2012); (Zhang et al, 2015); (Vollmer et al, 2015); (Wang et al, 2020)
5.	Leadership Style	(Altmae et al, 2011); (Saeed et al, 2014); (Hardin et al, 2021)
6.	Emotional Intelligence	(Zhang et al, 2015); (Helen et al, 2018); (Alomatri et al, 2020)
7.	Leadership	(Altmae et al, 2011); (Anas et al, 2020)
8.	Employee performance	(Aoun et al, 2020); (Hardin et al, 2021)
9.	Work motivation	(Hardin et al, 2021); (Imtiaz et al, 2022)
10.	Organizational culture	(Pietro et al, 2013); (Hardin et al, 2021)
11.	Trust Climate	(Rojalin et al, 2019)
12.	Family business	(Caputo et al, 2018)
13.	Cultural Differences	(Cui et al, 2020)
14.	Conflict Relations	(Nesterkin et al, 2016)
15.	Transformational leadership	(Saeed et al, 2014)
16.	Productivity	(Kehinde et al, 2011)
17.	Informal Process	(Pietro et al, 2013)
18.	Constructive Controversy	(Vollmer et al, 2015)

Source: Primary Data Processed, 2023

*Development of Conflict Management Research (CM)*

Based on the literature obtained, it was found that previous research on CM was carried out in various contexts. There are nine contexts that have been identified. Of the nine contexts, the three most dominant contexts studied are the manufacturing sector, the banking sector and the multisector.

In a multisectoral context, previous research attempted to determine the role of CM in various aspects of an organization regardless of the particular sector. This of course can provide a broader understanding of CM and the results of previous research tend to be more easily applied to various types of companies according to their respective needs.

Meanwhile, in the context of manufacturing, previous research focused on the role of CM in supporting the improvement and improvement of organizational activities. In this case, company leaders tend to provide education related to handling conflicts that are positive for the company towards employees in a reasonable, fair, effective and efficient manner through conflict management styles (Saeed et al, 2014).

In addition to the two sectors mentioned above, many previous studies have been carried out in the banking context. That is, previous research attempted to determine the role of CM through the provision of human resource training aimed at dealing with conflict effectively and efficiently. This will be able to improve its performance and maintain its competitiveness in terms of digitization and investment banking (Imtiaz et al, 2022).

Based on the description above, it appears that there are various opinions regarding the development of the CM research sector which differ in terms of emphasis. This difference can be understood when viewed from the context of each different previous research. In summary, the four ideas for developing the CM research sector above can be seen in table 4 below:

Table 5. Research Sector Literature

No.	Sector	Source
1.	Multisector	(Ma et al, 2010); (Pietro et al, 2013); (Zhang et al, 2015); (Vollmer et al, 2015); (Coggburn et al, 2017); (Caputo et al, 2018); (Meng et al, 2018); (Chen et al, 2019); (Anas et al, 2020); (Gomathy et al, 2022)
2.	Manufacture	(Altmae et al, 2011); (Chen et al, 2012); (Saeed et al, 2014); (Wang et al, 2020); (Aoun et al, 2020); (Shabani et al, 2022)
3.	Banking	(Kehinde et al, 2011); (Choi et al, 2013); (Awan et al, 2015); (Imtiaz et al, 2022)
4.	Retail	(Nesterkin et al, 2016); (Rojalin et al, 2019)
5.	Construction	(Cui et al, 2020); (Lu et al, 2017)
6.	Education	(Bernaldez et al, 2016); (Hardin et al, 2021)
7.	Textiles	(Gull et al, 2012)
8.	Government	(Alomari et al, 2020)
9.	Service	(Issaouia et al, 2019)

Source: Primary Data Processed, 2023

## CONCLUSION AND RECOMENDATION

This study aims to find and examine variations in the definition of conflict management based on the broad context of previous research. This study uses 29 relevant scientific articles and journals to study conflict management from 2011 to 2022. This study discusses the concept of conflict management which includes definitions, antecedents, consequences and developments in the context of previous research. However, the main focus of this research is on the antecedents and consequences.

Furthermore, the findings of this study indicate that there are three factors that determine conflict management, namely leadership style, job satisfaction, innovation, productivity. In addition, there are various kinds of impacts caused by conflict management. In general, conflict management contributes to determining the consequences, namely 1). Conflict Management Style ; 2). Job satisfaction; 3). Organizational Performance; 4). Innovations; 5). Leadership Style; 6). Emotional Intelligence. In addition to the individual level, conflict management can be seen to have an effect on the team and organizational levels. Furthermore, the development of conflict management can be traced through 29 articles and relevant literature journals. Research on conflict management is not limited to a particular context, but has also begun to expand into various previous research contexts.

With these findings a conceptual framework can be formed that describes the relationship between the antecedents and the consequences of conflict management. However, this framework still needs to be developed by referring to various previous research contexts on conflict management. This matter needs to be carried out in the context of developing research constructs that are more diverse according to the situation in each company.

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