CONFLICT MANAGEMENT STRATEGIES IN WORK TEAMS IN THE CREATIVE INDUSTRY

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ABSTRACT

Conflict in work teams is a natural occurrence due to differences in individual backgrounds, views, and preferences. However, conflicts that are not handled properly can cause detrimental impacts, such as decreased productivity, quality, and job satisfaction. This study aims to identify the most effective conflict management strategies in work teams in the creative industry and analyse the factors that influence them. This research is qualitative in nature. Data collection techniques included listening and recording important information to conduct data analysis through data reduction, data display, and conclusion drawing. The study concluded that effective conflict management strategies are essential to improve productivity, quality, and job satisfaction in teams in the creative industry. Open and honest communication, collaboration, compromise, and mediation are some of the effective conflict management strategies in the context of the creative industry.
Keyword: Strategy, Management, Conflict, Work Team, Creative Industry

1. INTRODUCTION

The background of the research "Conflict Management Strategies in Work Teams in the Creative Industry" is related to the complexity and dynamics associated with the creative industry. The creative industries are an important and rapidly growing economic sector worldwide (Ausat et al., 2023) and (Subagja et al., 2022). In general, the creative industries include sectors such as art, music, film, television, video games, design, architecture, and publishing (Guntoro et al., 2022).

In the creative industry, teamwork is very important because projects usually require collaboration between various professionals, such as writers, illustrators, animators, editors, and so on. Conflicts within work teams are common due to differences in backgrounds, views, and individual preferences (Puck et al., 2010). However, conflicts that are not handled properly can cause detrimental effects, such as decreased productivity, quality, and job satisfaction (Segbenya et al., 2018); (Parashar & Sharma, 2020) and (Dewi et al., 2021).

Therefore, it is important to have effective conflict management strategies in work teams in the creative industry. However, studies on conflict management strategies in the context of the creative industry are still limited. Thus, this study aims to identify the most effective conflict management strategies in work teams in the creative industry and analyse the factors that influence them. This research is expected to contribute to the development of conflict management theory and management practice in the creative industry.

2. RESEARCH METHOD

By reviewing relevant literature, researchers in this study can avoid going to the field to collect data, so that research can run faster and more efficiently. Articles on conflict management strategies, teamwork, and the creative industry were retrieved from the internet and academic journal archives using keywords relevant to this discussion. The authors were not bound to use only certain web sources, such as Emerald Insight, Research Gate, or Elsevier journal portals, when compiling a credible reference list. To keep the focus on the main topic of the article-conflict management strategies, work teams, and creative industries-the authors limited the scope of the keyword search to these three topics. The time period covered in the search for journals, articles, and publications was between 2015 and the present. When collecting references, we entered keywords on various publication portals. However, not all downloaded papers, journals, and

publications will be used, but only those most related to conflict management strategies, and their relation to teamwork in the creative industry. A total of 16 references were included in this article.

A qualitative approach was taken in this study. Listening and collecting relevant information was one of the data collection methods, followed by data reduction, data presentation, and conclusion drawing to provide a complete picture of the literature study being developed. More specifically, at the data reduction stage, we simplify, classify, and discard unnecessary data in such a way that the data can produce meaningful information and facilitate drawing conclusions. This is due to the large amount of data and the complexity of the data, so it is necessary to analyse the data through the reduction stage. We did this reduction stage to select whether the data was relevant or not to the final goal. The references we obtained initially totalled 27 references. However, after going through this initial process it became 16 references. Next, we went through data display. This step is a continuation of the previous step, data reduction, where a set of data is methodically organised for easy interpretation, allowing for potential conclusions to be drawn. Here, the information is given in narrative form (in the form of field notes). Through the presentation of this data, it will be easier for us to organise and arrange the data in a pattern of relationships. The final step is to draw conclusions from the data. This is the final step in our qualitative data analysis approach, and still alludes to the analytical objectives that were set at the beginning of the process. Here, we try to make sense of the information we have collected by identifying patterns, trends and anomalies to draw conclusions and find solutions to the problems we have identified. The references we use are considered valid to draw conclusions. This is an attempt to find a credible conclusion, so it will be easier to understand.

3. RESULTS AND DISCUSSION

In this chapter we will present that there are several effective conflict management strategies in teamwork in the creative industry, including:
   a. Open and honest communication: Teams that have open and honest communication tend to have higher levels of satisfaction and can avoid unnecessary conflict.
   b. Collaboration: Teams that practice collaboration come up with better solutions and make team members feel valued.
   c. Compromise: Teams that use compromise strategies tend to find solutions that satisfy all team members and avoid prolonged conflict.
   d. Mediation: When complex conflicts occur, mediation can help to resolve issues and reach an agreement.

This research shows that the importance of effective conflict management strategies in teamwork in the creative industry. Some of the strategies mentioned above can help to prevent unnecessary conflict, or resolve conflict effectively.

Open and honest communication, for example, helps to prevent misunderstandings that can lead to conflict (Overton & Lowry, 2013) and (Lewitter et al., 2019). Collaboration helps team members feel valued and can improve the quality of work (Kozlowski & Ilgen, 2006) and (Chien, 2012). Compromise can be a good solution when teams face unavoidable differences in views, while keeping the interests of all team members in mind (Nunkoo & Sungkur, 2021); (Omisore & Abiodun, 2014); and (Morrison-Smith & Ruiz, 2020). Mediation can help to resolve complex conflicts, which cannot be resolved by team members alone (Lau, 2022) and (Pratama, 2017).

In conclusion, effective conflict management strategies can help work teams in the creative industries to improve productivity, quality, and job satisfaction. Therefore, companies in the creative industry need to pay attention to these conflict management strategies and implement them in their management practices.

4. CONCLUSION

Based on the results and discussion of the research, it can be concluded that effective conflict management strategies are essential to improve productivity, quality, and job satisfaction in teams in the creative industry. Open and honest communication, collaboration, compromise, and mediation are some of the effective conflict management strategies in the context of the creative industry.

Based on the results of the study, it is recommended for companies in the creative industry to pay attention to these conflict management strategies and implement them in their management practices. In addition, companies can provide training or workshops to team members to improve their conflict management skills. This can help to prevent or resolve conflicts in an effective way and can improve teamwork.

In addition, further research can be conducted to study other factors that influence conflict management in creative industry teams, such as team member characteristics, project type, and work environment. Thus, more specific and effective conflict management strategies can be developed for the creative industry.

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