



Conflict Management Strategies in Project Teams to Improve Collaboration and Productivity

Nurliana Syarif¹

¹Fakultas Manajemen dan Bisnis, Universitas DIPA Makassar

*Corresponding Author: Nurliana Syarif

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Abstract

Effective conflict management is essential for enhancing collaboration and productivity within project teams. This study investigates the types of conflicts prevalent in project settings specifically task-related, interpersonal, and process-related conflicts and explores the impact of various conflict management strategies on team performance. Through a qualitative case study approach, data was gathered from multiple project teams across different industries, highlighting how collaborative conflict management positively influences team dynamics and project outcomes. The results show that task-related conflicts, when addressed collaboratively, contribute to improved team cohesion and productivity. However, process-related conflicts often require a more structured approach, as collaborative methods alone may not fully resolve procedural disagreements. This study supports the notion that tailored conflict management approaches are necessary for optimal team performance and project success.

INTRODUCTION

In the contemporary world, conflict management within project teams has emerged as essential to the provision of improved organizational project outcomes. In a bid to search for growth and innovation, organizations depend on team work involving multi-functional and diversity stakeholders. Nevertheless, given the contemporary's project intricacies and the heterogeneity of the teams, integrative and communicative conflicts – interpersonal, task, and process are unavoidable. In terms of content, and to some extent social relationships, it is also found that working in groups engenders creativity and enhanced problem solving when conflict is well managed (van de Vliert & de Dreu, 1995; Gilson, 2024; Folger et al., 2024). Dispute resolution techniques are therefore central tools that promote workforce cohesion and ability to sort out differences so as not to allow them distract the group from the set objectives and tasks at hand.

The importance of conflict management strategies within project teams has received a considerable amount of research interest over the last few years because there is a rising understanding of the part they play in enhancing both intra-team co-operation and group efficacy (De Dreu & Weingart, 2003; Woolley et al., 2023). Management today is characterised with cross-functional teams and project-sourced initiatives; as such, managers must learn how and when conflict occurs in the teams they

oversee. If acute conflict is not resolved, then, its effects may include; lower morale, demotivation, the initiation of early absenteeism, and/or the slowing down of work project (Liqiang et al., 2024; Raut et al., 2024). In contrast, conflict can enrich communication, encourage search for multiple solutions and improve decision-making, as was stated by Tjosvold in 2008. Hence the proper management of the conflict, that will be present in any organisational setting, is an inevitable tool for leveraging on the positive impact while at the same time discouraging the negative impact (Mundy, 2010; Runde & Flanagan, 2012).

The analysis of conflicts in groups introduces the learner to the various theories of conflict management that can be used in managing conflicts in project teams (Rahim, 2023; Rahim, 2023). One of the most widely recognized frameworks is the Thomas Conflict Mode Instrument (TKI), which identifies five conflict-handling styles: asserting, cooperating, yielding, avoiding, and compromising (Thomas, 2008). All of these styles have their strengths and weaknesses depending on circumstance of the conflict. For instance, the competing style may work well when decisions have to be made immediately unlike collaborating, which focuses on sharing information and work towards a win-win outcome. In general, it has been found that frequently, a mix of such strategies depending on the context of the conflict is ideal. Moreover, launch of the collaborative conflict management strategies has significant impact on enhancing the communication, organisational trust and workplace culture (Tjosvold, 2008; Malik, 2024; Rusady et al., 2024).

However, there is more to be learnt about conflict by managers especially when it comes to composition of the team and its effect on conflict. Assorted groups explain that diverse teams comprising of individuals from different origin, age, sex, and race more likely to have conflict emanating from assorted values, style of communication, and different the work preference (Stahl et al., 2010). Although, difference that exists or is encouraged within a team can provide more diverse ideas with richer problems-solving and innovation insight, it requires increased conflict prevention measures to be addressed with more pro-activity (Bell, 2007). Also, with the increased use of virtual teams in which the team members can be located in different geographical locations creates another level of conflict. But since the teams depend on digital control and hardly meet face to face, the misunderstandings tend to pain and miscommunication which influences conflict management strategies as being even more important (Kirkman et al., 2004; Eko & Putranto, 2021).

A research conducted has revealed that leadership development that results to conflict management can greatly improve group performance. For example, De Dreu & Weingart (2003) indicated that groups using collaborative conflict management approaches were more effective in accomplishing their tasks on time and within cost. Similarly in the study by Nazarian et al. (2021), Procedures of managing conflict directly correlated with the job satisfaction and team integration as factors that affect the team performance. Of course, if conflict is managed, one gets reduced stress, enhanced satisfaction, and increased team performance, according to study by Jehn and Mannix (2001). In addition, conflict management approaches and techniques are associated with enhanced creativeness and inventiveness as people become ready to distribute the unhealthy thoughts and contradicting concepts within disputes perceived as visionary instead of threatening (Tjosvold, 2008).

However, as the literature shows, conflict management is a factor crucial to organizations, the literature also sheds light on the implementation difficulties that confront managers when selecting the right conflict management strategies. Specifically, as identified by Chang et al. (2021), task, interpersonal, and process conflicts cannot be solved with the same strategies. Organizational conflict for instance, sometimes work-related conflict involves dispute solving techniques that depend on target definition and responsibilities. Whereas, interpersonal conflicts

may need concern towards, particularly emotional intelligence and interpersonal communications (Mayer, 2000). Therefore, encouraging conflict management in project teams does not only entail the knowledge of different types of conflicts, but also the ability to use applicable approaches by assessing the needs of a definite team and the project that has been assigned.

METHODS

The current study is described to apply the qualitative research design under case-study paradigm. Such a methodological decision allows the scholar to study how one particular conflict-management strategy is implemented in a particular team project and how this has then affected the team interaction and the team efficiency. Information was collected by conducting in-depth interviews with the members of the project team, the project managers and other project stakeholders actively involved in conflict management. The complementary measures included direct observation of team interactions and the formal recording of the process of conflict management. Another standard that the researchers applied includes content analysis to interrogate the interview and observational information so as to come up with more robust conclusions with regard to both the implementation of the strategies under investigation and the consequences that pertain to them.

The triangulation strategy has been included in the study in an effort to boost the reliability of the findings. Triangulation involves comparing the findings of the interview against observations, and against a pertinent documentation (e.g., project reports and meeting notes). In addition, any quantitative data which may be in the form of a survey of team satisfaction, conflict levels or productivity can be merged with qualitative data. With the utilization of this triangulation procedure, the study is in a better position because it paints a more comprehensive picture of the relationship between conflict management and team outcomes. This way it attempts to determine what works and what are the strategies that should be employed and also aims to highlight the issues that can be presented to managers in their endeavor to manage the conflict and thus bring out better team-project team work and increased output.

RESULTS AND DISCUSSION

With the modern-day work focus becoming more project oriented, as well as more team based, project team conflict has emerged as an important determinant of organisational performance. Due to the numerous functional, cultural, and communication debates in project teams, chances are high that conflict may occur in the course of the entire project life cycle. These conflicts be it task, interpersonal, or process based can derail any partnership and hence undermine productivity in case they are not well addressed. When handled in the right way though, conflict may provide a resource, be innovative and make smarter decisions and develop stronger teams. With the increased complexity in the project and the use of cross-functional-ability particularly in dynamic or virtual work environment, organizations must ensure that there is a good conflict management approach, capable of responding to different varieties of conflicts. The current research is premised upon this organizational reality and it is based on determining what conflict management styles prove most useful in promoting the levels of collaboration and productivity amongst work teams and project work years in any given industry.

Table 1. Conflict Types in Project Teams

Conflict Type	Frequency (%)	Example of Conflict
Task-related conflict	45%	Disagreements over project deliverables, roles, and priorities

Interpersonal conflict	25%	Misunderstandings between team members, communication breakdowns
Process-related conflict	30%	Disagreements about workflows, decision-making processes

The majority of conflicts in project teams are task-related (45%), which is common in project-driven work environments where project objectives, deliverables, and timelines often lead to disagreements. Process-related conflicts (30%) also account for a significant portion, as teams struggle with the efficiency and methods of project execution. Interpersonal conflicts, while notable at 25%, suggest that team dynamics and communication may also play a role, though they are not the dominant issue.

Table 2. Conflict Management Strategies Used

Conflict Management Strategy	Frequency (%)	Team/Project Impact
Collaborative (win-win)	50%	Improved communication and shared problem-solving
Competing (win-lose)	20%	Quick resolution, but may harm relationships
Avoiding (no action)	15%	Short-term resolution, but unresolved issues persist
Accommodating (lose-win)	10%	Preserves relationships but may reduce team motivation
Compromising (split the difference)	5%	Balanced resolution but may leave some issues partially unaddressed

The most frequently used conflict management strategy is collaborative (50%), which aligns with best practices for improving team collaboration and creativity. It reflects a mutual effort to resolve issues through open dialogue and finding solutions beneficial to all parties. The competing style (20%) is more common in high-pressure situations where quick decisions are needed, although this can sometimes damage relationships and trust. Avoiding (15%) and accommodating (10%) strategies appear less frequently, suggesting that most teams opt for active engagement in conflict management rather than evasion or subjugation. Compromising (5%) is rarely used, likely because it may fail to address underlying issues fully, leading to incomplete resolutions.

Table 3. Team Collaboration Scores Before and After Conflict Management

Team/Project	Before Conflict Management (Score 1-5)	After Conflict Management (Score 1-5)	Change in Collaboration
Project A (Tech Firm)	2.8	4.2	+1.4
Project B (Construction)	3.1	3.8	+0.7
Project C (Marketing)	2.5	4.0	+1.5
Project D (Healthcare)	3.0	3.5	+0.5

After the implementation of conflict management strategies, all projects saw improvement in team collaboration, with Project A (Tech Firm) showing the most substantial increase (+1.4). The Marketing Project (Project C) also demonstrated a significant gain (+1.5), likely because conflicts were centered around task-related issues, which can often be resolved through collaborative conflict management. The Construction and Healthcare Projects showed more modest improvements, possibly due to the less frequent use of collaborative strategies or because process-related conflicts took longer to resolve. Overall, these results suggest that effective conflict management leads to tangible improvements in team collaboration.

Table 4. Team Productivity Before and After Conflict Management

Team/Project	Before Conflict Management (Productivity Score 1-10)	After Conflict Management (Productivity Score 1-10)	Change in Productivity
Project A (Tech Firm)	6.2	8.5	+2.3
Project B (Construction)	7.0	7.6	+0.6
Project C (Marketing)	5.5	8.2	+2.7
Project D (Healthcare)	6.0	7.2	+1.2

Significant improvements in productivity are noted post-conflict management across all teams, with Project C (Marketing) exhibiting the highest increase (+2.7). The Tech Firm project also saw a large improvement (+2.3), which is consistent with its high collaboration scores. Project B (Construction), while showing improvement, had the smallest productivity gain (+0.6), possibly due to the more process-oriented nature of the conflicts, which may take longer to resolve effectively. Overall, the data suggests that conflict resolution positively influences team productivity, particularly when task-related and interpersonal conflicts are effectively addressed.

Table 5. Satisfaction with Conflict Management and Project Outcomes

Team/Project	Satisfaction with Conflict Resolution (1-5)	Satisfaction with Project Outcome (1-5)	Correlation between Conflict Resolution and Outcome Satisfaction
Project A (Tech Firm)	4.5	4.8	Strong Positive Correlation (+0.95)
Project B (Construction)	3.8	4.1	Moderate Positive Correlation (+0.85)
Project C (Marketing)	4.3	4.7	Strong Positive Correlation (+0.90)
Project D (Healthcare)	3.6	3.9	Moderate Positive Correlation (+0.75)

The data reveals a strong positive correlation between satisfaction with conflict resolution and overall project outcomes, particularly in Project A (Tech Firm) and Project C (Marketing). The satisfaction scores suggest that when teams are effectively managed through collaborative conflict strategies, they are more likely to be satisfied with both the resolution process and the final project results. The Construction and Healthcare Projects show moderate correlations, implying that while conflict resolution contributed to project outcomes, other factors such as team experience or external challenges may have also played a role.

Collaborative Conflict Management and Team Performance

From the results we deduced that conflict, whenever present does not have to be destructive of productivity and collaboration, especially when well managed. Indeed, the findings of the present study indicate that when conflicts are managed through collaboration, they lead to enhanced team processes and project performance a conclusion that is in line with the conflict management literature published in organizational setting (De Dreu & Weingart, 2003; Tjosvold, 2008).

The findings of the study reveal that most project teams were faced with task-related conflicts, which incorporates 45 % of all conflicts. This is in line with previous work which also posited that task conflict, conflict about performances aspects at work like objectives, responsibilities and priorities are most common in project environments (Jehn, 1995; De Dreu & Weingart, 2003). While task conflict might cause disruption, it can create positive results provided considerable conflict management strategies are employed (Jehn & Mannix, 2001). This confirms with the observation made by Tjosvold in 2008 that more of task conflict that is well managed

will lead to improvement in creative strategies, problem solving and therefore productivity in job.

Team conflict was also discovered to be present with three sources, interpersonal conflict accounting for 25%. The literature review has also demonstrated the effect of interpersonal conflict within the team on the cohesiveness and performance. Such conflict stems from communication approaches, individual personalities, or expectations, and proper management of such conflict leads to eroding team relationships and low morale among the members (Jehn et al., 1997). It is suggested by this study that even though people do experience clash of interests, conflict management strategies were diverse and that the collaborative conflict management were the most efficient. This UCLA finding is supported by Weingart et al. (2023) work stating that the application of collaboration-oriented tactics, which foster interpersonal communication, alleviate interpersonal conflict and enhance the overall group climate.

It was also found out that the conflicts stemming from the process aspect which are conflicts regarding the process of work; regarding how a job will be done, who will do it or when it will be done were slightly more at 30%. This result shares some similarities with Stahl et al.'s (2010) observation of the challenges that ... Although these asocial conflicts appear to be less personal and consequently less hostile than interpersonal problems, they can interfere with team dynamics should they not be mediated properly (Bell, 2007). Notably, we obtained evidence from this study to suggest that process-related conflicts were less likely to be resolved collaboratively than task-related conflicts, $PC < KT$, possibly because they are inherently more difficult to solve and may require more formal and structured approaches to conflict resolution (De Dreu and Weingart, 2003). This implies that whereas working together can help address most kinds of conflicts, straight bargaining or avoiding strategies might suffice in dealing with the process conflicts efficiently (Thomas, 2008).

One of the important conclusions which can be made on the base of this work is the high frequency of collaborative strategy (50%) when people manage different kinds of conflicts starting from task to interpersonal ones. This outcome validates Tjosvold's (2008) opinion that collaboration leads to the positive organisational climate due to creation of structures of open communication and shared problem solving. Integrative conflict management rewards pluralism in a group that fosters different ideas and thus, enhances the quality of decisions made (Jehn & Mannix, 2001). Further, there is a general move towards collaboration across organizations today as a result of globalization and technological milestones, this makes the idea of collaborative conflict management not only a laudable value but also an imperative reality (Kirkman et al., 2004).

However, the rate of the compromising and the accommodating strategies was observed to be less oftendifferent for the same reasons that other researches have suggested the above strategies are less helpful in enhancing the morale of the teams as well as sustainability of the morale. As much as the compromising means no one is entirely pleased with the outcome, the accommodating moves concerns under the carpet where they may re-emerge as larger problems (Thomas, 2008). This has the implication of endorsing more constructive approaches to conflict that take into account both relationship dimension and task dimension; this is something that is articulated by De Dreu and Weingart (2003) who stated that compromising and accommodative behaviors are short term approaches that do not reflect on the dynamics of the teams.

Change in both the fact and the degree of improvement in both collaboration in and productivity of a team after conflict management also strengthens the argument that conflict management has a direct impact on the team dynamics. The greatest

changes were established for the collaborative conflict strategy among the teams: For example, Project A (Tech Firm) and Project C (Marketing) recorded raise in productivity scores of 2.3 and 2.7, respectively. This outcome lies in line with past research in that it shows that there is a connection between handling of conflicts and efficacy of groups (Jehn & Mannix, 2001). Through creating such cooperative work teams, these teams were probably able to facilitate communication, define objectives and goals that the teams should aim at achieving, hence resulting to better performance (Tjosvold, 2008).

In addition, the relatively small improvement in collaboration and productivity observed in Project B (Construction) and Project D (Healthcare) indicates that while conflict management strategies are useful, the character of conflict and the environment of the project can also be taken into consideration. There was a higher level of process conflict observable in these types of projects and process conflicts are said to be deeper and may obviously take time before they are well solved (Stahl et al., 2010). Thus, the use of additional more formal rational tools for decision-making or the participation of outside intermediaries may well have added to positive performance (Mayer, 2000).

CONCLUSION

Current research reflects on the facilitating role of conflict management strategies in cooperation and output in the project-related setting. A review of conflict typology, managerial practices, and their respective impacts on performance of teams suggests that once task related conflicts are managed in a collaborative fashion, there is potent potential in terms of output and integration. The teams that applied collaborative conflict-resolution techniques showed significant increases in productivity and team cohesion and justify earlier studies that associate good team performance with open communications and cooperative problem-solving. The evidence thus indicates that conflict that has been handled in a constructive manner can serve as an agent of innovation and harmony among the project teams. On the other hand, collaborative techniques are effective ways of solving the task and interpersonal level conflicts, but process conflicts might require more distinctive action. The conclusion that collaboration is weakened in such circumstances reinforces the need to provide project managers with the adjustable methods of conflict-management based on the type of conflict and conditions of the project. Also the fact that the compromising and accommodating strategies are less frequently deployed supports previous studies that posit that although compromising and accommodating strategies present temporary relief, they do not always treat the cause of the problem.

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