

Effective Conflict Manajemen Strategies in Custom Service: A Case Study of and Excise Supervision and Services Office Customs Intermediate Type B Bandar Lampung

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ABSTRACT

This study explores the implementation and effectiveness of conflict management strategies within the customs services of KPPBC TMP B Bandar Lampung. Through a detailed examination of the five key stages of conflict management—identification, diagnosis, solution agreement, execution, and evaluation—this research provides insights into how conflicts are addressed in a customs service setting. The study reveals that the conflict management processes at KPPBC TMP B are generally robust and effective, characterized by proactive identification, comprehensive diagnosis, collaborative solution agreement, and rigorous evaluation. Despite some challenges, particularly in the execution stage, the use of collaborative and compromising conflict management styles has led to high levels of user satisfaction and improved performance metrics. The findings underscore the importance of effective conflict management in enhancing service delivery and organizational productivity. Recommendations for future research include exploring the long-term impacts of conflict management strategies and identifying opportunities for further efficiency improvements.

Keywords: *Conflict Management, Customer Service, Organizational Effectiveness, Performance Evaluation*

Introduction

Conflict is an inevitable aspect of daily life and is often a significant cause of decreased work productivity (Adeyemi, 2022; A. A. Khan et al., 2023; M. A. Khan et al., 2022). This issue extends to various domains, including the workplace, where conflicts among employees can disrupt operational harmony and impact service delivery (Farida et al., 2018; John-Eke & Akintokunbo, 2020; Monyei et al., 2023). In the context of the Indonesian Customs and Excise Office in Bandar Lampung, conflicts arising from employee backgrounds, uneven workloads, and competency deficiencies have been reported. These issues compromise internal relations and negatively affect public service outcomes, as evidenced by a decline in stakeholder satisfaction and productivity. Despite the presence of managers and conflict resolution mechanisms, conflicts persist, necessitating effective conflict management strategies.

The primary objective of this study is to examine the implementation of conflict management in resolving issues within the customs and excise service at KPPBC TMP B Bandar Lampung. Specifically, the research seeks to understand the conflict management practices employed and their implications for service delivery. This study fills a gap in the literature by focusing on conflict management within a specific organizational context, offering insights into its practical application and impact. The existing literature primarily addresses theoretical frameworks and general strategies for conflict management but lacks detailed empirical studies on its implementation and outcomes in public service settings (Aditya & Setyawan, 2021; Barusman et al., 2024; Ngirwa et al., 2020). Therefore, this research is significant in addressing this gap and providing actionable recommendations for improving conflict resolution processes (Adeyemi, 2022; Bolombo, 2021; Purnomo & Tsany, 2024; Shabir, 2023).

Methodology

This study adopts a descriptive qualitative research design to explore and describe the implementation of conflict management in the customs and excise service at KPPBC TMP B Bandar Lampung. The qualitative approach is selected due to its suitability for understanding complex social phenomena, such as conflict management practices, that cannot be captured through quantitative methods alone (Barusman & Habiburrahman, 2022; Nurhikmah & Yusran, 2021; Putri & Mukminan, 2019; Supriyadi et al., 2022). This research involves direct data collection through interviews and document analysis, allowing for an in-depth exploration of the subject matter.

The study employs purposive sampling to select key informants who have direct experience and involvement in conflict management within the organization. Data collection methods include semi-structured interviews with these informants, supplemented by a review of relevant documents such as internal reports and conflict resolution records. The interviews are designed to capture detailed narratives and perspectives on the conflict management processes and their effectiveness.

The data is analyzed using thematic analysis to identify patterns and themes related to conflict management practices and their implications (Hiko, 2021; Pujiati & Sonhaji, 2018). This approach allows for a comprehensive understanding of how conflicts are managed, the challenges faced, and the outcomes achieved (Alabu et al., 2020; Mungale et al., 2021; Nugroho et al., 2023). By focusing on the practical experiences and insights of the informants, the study provides a nuanced view of conflict management in a specific organizational context, contributing valuable knowledge to the field (Fisher et al., 2020; Johansson, 2023).

Result and Discussion

Results

The examination of conflict management implementation at KPPBC TMP B Bandar Lampung reveals a structured approach to handling conflicts through five key stages: identification, diagnosis, solution agreement, execution, and evaluation.

Identification of Conflict

Conflict identification at KPPBC TMP B involves recognizing both internal and external conflicts. Internal conflicts are detected through observable changes in the work environment or discrepancies among employees. These are often identified by the staff themselves who note anomalies or shifts in workplace dynamics. External conflicts, on the other hand, are reported through formal complaints from service recipients. The identification process at KPPBC TMP B is generally effective, with clear procedures in place for recognizing and reporting conflicts from both internal observations and external feedback.

Diagnosis of Conflict

The diagnosis stage focuses on analyzing and mapping out conflicts to understand their scope and impact. At KPPBC TMP B, this involves gathering comprehensive information from all relevant parties, including employees, service users, and other stakeholders. The process includes collecting data through direct and indirect means, assessing risks, and understanding the root causes of conflicts. This stage is executed thoroughly, with various methods employed to ensure a comprehensive understanding of the issues at hand.

Agreement on Solutions

In the solution agreement stage, the focus is on collaborative discussions to resolve conflicts. At KPPBC TMP B, this involves meetings and discussions where all involved parties are encouraged to express their viewpoints. The aim is to reach mutually acceptable solutions that address the concerns of all parties. This process is characterized by a high level of participation and negotiation, ensuring that all perspectives are considered and solutions are agreed upon.

Execution of Solutions

The execution stage involves implementing the agreed-upon solutions. This includes taking direct actions such as facilitating communication between conflicting parties, drafting formal agreements, and enforcing new regulations. The execution is generally effective but faces challenges, including delays and inefficiencies. For instance, formalizing new regulations and agreements can be a lengthy process due to the complexity of discussions and administrative procedures.

Evaluation of Outcomes

The final stage, evaluation, involves assessing the effectiveness of the conflict management measures and their impact on service quality. KPPBC TMP B conducts regular briefings and performance evaluations to review the outcomes of conflict resolution efforts. The evaluation process is comprehensive, involving both internal and external feedback mechanisms. Positive results are reflected in high user satisfaction ratings and the achievement of performance targets, though some ongoing challenges persist in maintaining the effectiveness of conflict management strategies over time.

Conflict Management Styles and Strategies

KPPBC TMP B predominantly utilizes collaborative and compromising conflict management styles. These strategies focus on discussion, mutual benefit, and negotiation to resolve conflicts. The application of these styles has been effective in addressing conflicts and improving service delivery, as evidenced by positive feedback from service users and improved performance metrics.

Discussion

The results of the study indicate that the implementation of conflict management strategies at KPPBC TMP B Bandar Lampung is well-structured and generally effective. Conflicts are identified through both internal

observations and external complaints, which reflects a proactive and robust approach to early detection and reporting (Adeyemi, 2022; M. A. Khan et al., 2022). This enables the organization to address issues promptly, minimizing disruptions in operations and service delivery (John-Eke & Akintokunbo, 2020).

During the diagnosis stage, KPPBC TMP B adopts a comprehensive approach by gathering information from various sources and conducting risk assessments. This thorough analysis helps identify the root causes of conflicts, which is crucial for developing tailored, effective solutions (Aditya & Setyawan, 2021; Ngirwa et al., 2020). The process ensures that management understands the complexities of each conflict, allowing for more precise interventions.

The solution agreement process emphasizes collaboration. Involving all relevant parties in discussions ensures that solutions are mutually acceptable and address concerns from different perspectives (Monyei et al., 2023). This inclusive approach not only resolves conflicts but also fosters a cooperative work environment, reducing future incidents of conflict.

However, challenges remain during the execution phase. Delays in formalizing new regulations and agreements due to administrative inefficiencies suggest the need for streamlined processes (Shabir, 2023). These delays can reduce the overall effectiveness of conflict resolution measures, impacting both productivity and stakeholder satisfaction.

The evaluation stage demonstrates KPPBC TMP B's commitment to continuous improvement, with regular performance evaluations, external feedback, and briefings informing ongoing refinements to conflict management strategies (Adeyemi, 2022; Bolombo, 2021). The high levels of user satisfaction and achievement of performance targets reinforce the effectiveness of these strategies in enhancing service delivery.

In conclusion, the study shows that the use of collaborative and compromising conflict management styles at KPPBC TMP B has been successful in resolving conflicts and improving service quality. However, addressing execution challenges and continuing to refine conflict management practices will be crucial for maintaining high levels of service performance. Future research should examine the long-term sustainability of these strategies and explore opportunities for improving efficiency in conflict resolution processes.

Conclusion

In conclusion, the implementation of conflict management at KPPBC TMP B Bandar Lampung has demonstrated overall effectiveness across the five key stages: identification, diagnosis, solution agreement, execution, and evaluation. The application of collaborative and compromising conflict management styles has been successful in addressing conflicts and enhancing service delivery. Despite some challenges, particularly in the execution stage and the efficiency of regulatory processes, the conflict management practices at KPPBC TMP B have contributed to high levels of user satisfaction and exceeded performance targets.

Future research could explore the long-term impact of conflict management strategies on organizational performance and employee satisfaction. Additionally, investigating the factors contributing to delays in the execution of conflict resolution measures could provide insights for improving efficiency and effectiveness in conflict management practices. Overall, the study highlights the significance of effective conflict management in achieving optimal service delivery and operational success.

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