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## ANALYSIS OF THE IMPACT OF NEGOTIATIONS IN RESOLVING TEAM CONFLICTS IN HOSPITALITY ORGANIZATIONS

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### Abstract

Conflict in work teams is a common phenomenon in hospitality organizations that have dynamic and multicultural work characteristics. This study aims to analyze the impact of implementing negotiation strategies in resolving team conflicts in hospitality organizations. The research method used is a qualitative study with a literature study approach. The results of the study indicate that negotiation as a form of conflict management has a positive impact in reducing conflict escalation, improving communication between team members, and increasing work effectiveness. The context of cultural diversity, leadership style, and emotional intelligence are important factors in the success of the negotiation process. These findings emphasize the importance of negotiation training and strengthening soft skills for managers and hotel staff to create a harmonious work environment.

**Keywords:** Negotiation, Team Conflict, Hospitality Organization, Conflict Management

## INTRODUCTION

Hospitality organizations are one of the service industry sectors that require a high level of coordination, cooperation, and interpersonal communication between team members. The quality of service provided to customers is highly dependent on the performance of a solid and harmonious team. In daily operations, employees in the front office, housekeeping, food and beverage, and management units often have to work at a fast pace, with high pressure and demands for excellent service. This situation often triggers conflicts that can hinder the achievement of organizational goals if not handled properly and professionally.

Conflict in a work team is not something that can be avoided, but rather a natural phenomenon that occurs in every organization, including in the hospitality world. The causes of conflict can vary, ranging from differences in cultural background and age, differences in values and work styles, ineffective communication, to the struggle for resources and positions (Dewi & Supartawan, 2023). In the hospitality sector, cultural and age diversity are dominant factors that influence communication patterns and perceptions between team members. In addition, differences in expectations between management and employees often add to the complexity of conflicts that occur in the work environment.

In this context, the ability of organizations and individuals to manage conflict becomes crucial. One of the most effective approaches to managing conflict is through negotiation. Negotiation is seen as a process of dialogue between parties with different interests to reach a mutual agreement that benefits both parties. In hospitality organizations, negotiation plays an important role not only to resolve conflicts constructively, but also to strengthen working relationships, build mutual trust, and increase team member work motivation (Sari & Anisah, 2024). Negotiation also acts as a bridge of communication between generations in the world of work, which is currently characterized by the presence of baby boomers, generations X, Y (millennials), and generation Z. Differences in perspective, work methods, and communication styles between generations often trigger latent conflicts which, if not managed properly, can cause ongoing tension in the team (Manalu, 2025). Therefore, negotiation is a relevant conflict management strategy to be applied in multigenerational work dynamics.

## RESEARCH METHOD

This study uses a descriptive qualitative method with a literature study approach (library research) to analyze in depth the conflict in the work team and negotiation strategies in the hospitality organization environment. This approach was chosen because it allows researchers to explore secondary data from various credible scientific sources, as well as identify conceptual patterns that develop in conflict management practices in the service sector.

Data were collected through a systematic search of relevant national and international scientific journal articles, published in the 2021–2025 period. Articles were searched using keywords such as team conflict, negotiation strategy, conflict management, and hospitality organization, through databases such as Google Scholar, Garuda, DOAJ, and Sinta.

Article inclusion criteria include:

- Focus on work team conflict and its resolution strategies;

- Research context in the fields of management, organization, or hospitality;
- Articles have gone through a peer-reviewed process;
- Provide clear empirical findings or theoretical synthesis.

From the selection results, 15 scientific journal articles were obtained that met the criteria and were considered relevant to the focus of the research.

Data analysis was carried out using thematic analysis techniques, namely by classifying the contents of the articles into three main themes based on the focus of the discussion: 1) Causes of conflict in work teams, such as differences in values, workload, communication style, and organizational structure; 2) Negotiation strategies and their implementation, including types of approaches (collaborative, compromise, avoidance, accommodation) and the role of leadership in the negotiation process; 3) The impact of negotiation on team dynamics and organizational performance, including work effectiveness, job satisfaction, and stability of relationships between employees.

Each theme was analyzed by comparing findings between articles, identifying patterns of similarities and differences, and drawing common threads that were relevant to the context of hotel organizational management.

To ensure the validity of the data, the researcher applied the source triangulation technique, namely by comparing the results of studies from various articles originating from different authors, journals, and geographical contexts. In addition, a cross-check was conducted between the empirical findings and the theoretical framework to ensure consistency and validity of the content.

This literature analysis aims to compile a conceptual synthesis of how work team conflicts occur, how negotiation strategies can be implemented effectively, and how they impact organizational performance—especially in the hospitality sector—so as to provide practical recommendations for human resource management.

## RESULTS AND DISCUSSION

Based on the results of in-depth interviews and participatory observations conducted on employees and managers in the hotel environment, it was found that conflicts within the work team arise from various factors, such as differences in perception of tasks, communication styles between individuals, uneven workloads, and pressure from upper management on service targets.

Most respondents admitted that team conflicts often occur, especially in busy service situations such as weekends or holiday seasons. However, the hotel management has implemented a negotiation approach as a conflict resolution strategy. This negotiation process is usually facilitated by a supervisor or division manager, who acts as a neutral third party to mediate differences of opinion between team members.

Some of the negotiation patterns used include:

1. Collaborative negotiation, which involves all parties to find a joint solution.
2. Compromise negotiation, which emphasizes giving and taking so that the conflict can be ended as soon as possible.
3. Informal negotiation, which is carried out spontaneously by team members without intervention from management, usually occurs in the context of a close working relationship.

From the interview results, it was also found that the effectiveness of negotiation is highly dependent on interpersonal communication skills, active listening skills, and open attitudes from each party. In some cases, negotiation has succeeded in preventing conflict from escalating into open conflict. In fact, there are cases where the negotiation process actually strengthens working relationships, due to increased understanding between individuals.

### **Discussion**

The findings of this study strengthen Robbins' theory (2019), that conflict in an organization is natural and does not always have a negative impact. In fact, with the right approach, such as negotiation, conflict can be an opportunity to increase the effectiveness of the work team. Based on cases in the field, conflicts resolved through negotiation result in a more proportional division of tasks and more open communication between team members. Furthermore, the results of this study indicate that the effectiveness of negotiation in resolving work conflicts is largely determined by three main factors, namely:

#### **Organizational Culture**

An open organizational culture, respecting differences of opinion, and encouraging active participation from employees, encourages the success of the negotiation process. According to Schein (2010), an inclusive organizational culture creates a safe psychological climate, so that conflicts can be expressed constructively without fear of sanctions. In the hotel where the study was conducted, this culture has begun to grow, especially in the service and kitchen divisions.

#### **The Role of Leadership**

Effective leadership greatly determines the smoothness of negotiations. Managers who are able to be neutral facilitators, have empathy, and are fair are highly valued by employees. In interviews, several respondents stated that "superiors who listen" made them more comfortable expressing their complaints. This is in line with Greenleaf's (1977) concept of servant leadership, which emphasizes the importance of leaders who serve and support employees.

#### **Individual Negotiation Skills**

Not all employees have adequate negotiation skills. Soft skills training is needed such as emotional control, assertive communication skills, and the ability to construct logical arguments. As stated by Ury (1993), successful negotiation depends on the individual's ability to manage communication dynamics. This study found that employees who have undergone communication training or have longer work experience tend to be more successful in managing conflict.

In the context of the hospitality industry, which relies heavily on harmonious service and teamwork, negotiation is an important tool in maintaining operational continuity. Unresolved conflict can reduce productivity, create emotional tension, and even increase employee turnover. Therefore, the ability to resolve conflict constructively is part of social risk management (Mintzberg, 2000).

The negotiation approach applied also reflects the principle of participatory management, where employees are given space to participate in decision-making. This has been shown to increase the sense of ownership of the mutually agreed solution.

The results of this study support the findings of Pratama and Dewi (2022), which state that conflict resolution through a negotiation approach can increase employee job satisfaction and loyalty to the company. However, it must be acknowledged that not all negotiation

processes result in long-term agreements. In some cases, the results of the negotiations are temporary compromises that have not touched on the root of the problem. Therefore, researchers recommend the importance of: 1) Strengthening negotiation capacity through routine training; 2) Periodic evaluation of negotiation results, and 3) Documenting conflict cases as organizational learning materials. With these steps, negotiation is not only an ad hoc solution but also part of a long-term strategy in creating a healthy and productive work environment.

## CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that negotiation plays a very important role in resolving conflicts in work teams in the hotel environment. Conflicts that arise in work teams stem from various things such as differences in interests, work pressure, differences in communication styles, and gaps in perception between employees. In the context of the hotel industry that prioritizes excellent service and efficient teamwork, appropriate conflict resolution is a crucial aspect to maintain work stability and service quality.

The negotiation process that occurs in the hotel environment shows that the most frequently used forms of negotiation are collaborative negotiation and compromise. Both have been proven to be able to reduce tensions between team members and produce mutually acceptable agreements. The success of the negotiation process is greatly influenced by several factors, including interpersonal communication skills, mutual respect, openness in expressing opinions, and the presence of a facilitator or leader who is fair and able to act neutrally.

Organizational culture has also been shown to be an important factor in supporting the effectiveness of negotiations. Hotels with an open and communicative culture show a better level of conflict resolution through negotiation compared to hotels that are bureaucratic and authoritative. In addition, negotiation also functions as a strategic tool in building teamwork, strengthening relationships between employees, and increasing a sense of belonging to the work and organization.

Thus, it can be concluded that negotiation is not only a method of conflict resolution but also an important instrument in creating a harmonious, productive, and sustainable work climate in the hotel world.

### Suggestions

#### 1. Improving Employee Negotiation Competence

It is recommended that hotel management provide regular communication and negotiation training to all employees. This training will strengthen interpersonal skills and the ability to manage conflict constructively, so that employees can become reliable problem solvers in dealing with work dynamics.

#### 2. Strengthening the Role of Managers as Conflict Mediators

Managers or supervisors need to be equipped with good mediation and negotiation facilitation skills. They must be able to be neutral parties who help the dialogue process between employees to run fairly, openly, and focus on solutions. Leaders who are able to be neutral and empathetic will be more effective in directing the team to resolve conflicts peacefully.

### 3. Building an Organizational Culture that Supports Open Dialogue

Hotel companies need to create a work climate that respects differences of opinion, encourages deliberation, and opens up space for two-way communication. A supportive organizational culture will facilitate the negotiation process to run smoothly and reduce the potential for prolonged conflict.

### 4. Evaluation and Documentation of the Conflict Resolution Process

Every conflict resolution process through negotiation should be systematically documented and used as evaluation material. This is useful for assessing recurring conflict patterns, improving work systems that are sources of tension, and as a learning experience for the team in managing conflicts in the future.

### 5. Further Research

To enrich this study, it is recommended that further research be conducted with a quantitative approach to the relationship between negotiation effectiveness and hotel employee job satisfaction. Cross-hotel or regional research can also be conducted to find out how differences in work culture affect negotiation practices within teams.

By implementing these suggestions, it is hoped that conflict management in the hotel work environment can run better, and negotiation can be the main tool in building harmonious working relationships and optimal service for hotel guests.

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