
Forming Team Synergy: Conflict Management in MSMEs

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Abstract (dalam bahasa Inggris)

Research objectives: This study aims to explore the application of conflict management in creating team synergy in Wholesale Pillow Kediri, as well as understand the factors that affect team dynamics

Design/Method/Approach: This study uses a qualitative approach with in-depth interviews and participatory observation as a data collection method. The informants involved are employees and owners at Kediri Pillow Wholesale MSMEs.

Research Findings: The results show that the implementation of effective conflict management, such as open communication and mediation, contributes significantly to improving team synergy. There are several strategies that have been successfully implemented, including team training and the preparation of internal regulations to handle conflicts.

Theoretical contribution/originality: This research provides new insights into the importance of conflict management in the context of local businesses, especially in the MSME sector. These findings add to the literature on team management and conflict dynamics in the work environment.

Practitioner/Policy Implications: This study recommends the implementation of more structured conflict management strategies in small and medium-sized companies to improve team performance and achieve common goals.

Limitations of the study: The limitations of this study are the focus on a single location and the lack of generalization of the results. Further research is suggested to cover more locations and industry variations.

Keywords: Team synergy, conflict management, MSMEs.

1. Introduction

Conflict management in the context of Micro, Small, and Medium Enterprises (MSMEs) plays an important role in creating a solid and productive team. MSMEs, especially those engaged in the wholesale sector such as the Kediri pillow wholesale business, which is located at Gang Abri Rt/2 Rw/6, Purwokerto Village, Ngadiluwih District, Kediri Regency, East Java Province. In this study, they are often faced with various findings that have the potential to trigger conflicts, both within the team and with external parties. Conflicts that are not managed properly can have a negative impact, such as declining performance, financial losses, and even threats to business continuity. Therefore, the implementation of effective conflict management is very important in building a harmonious work environment, where communication and collaboration can flourish. Given the importance of the role of conflict management in maintaining and increasing productivity, this study aims to analyze how the application of conflict management can help increase productivity in wholesale pillows in Kediri. It is hoped that the results of this research can contribute to the development of human resource management in organizations, especially in terms of conflict management to achieve optimal performance. Several previous studies have shown that effective conflict management can improve cooperation and communication within teams [1]. Even so, many studies focus on large organizations and do not pay attention to the local context, such as in the Kediri Pillow Wholesale MSMEs, which are small businesses with unique challenges. This gap points to the need for further research on conflict management in the context of small organizations, as well as its impact on team synergy.

Synergy comes from the word synergy and is also called synergistic effect or synergistic effect. As for journals that argue that synergy is the combination or leadership of elements or parts that can achieve better performance, it can be seen that synergy is essentially an interaction between two or more parties who interact and build dynamic relationships to achieve common goals [2]. Previous research has shown that organizations will not function properly without a leadership role that is responsible to the organization. Leaders cannot carry out their duties optimally unless they have subordinates (employees) who are always involved and support them. The existence of superiors and subordinates (employees) is proof that organizations and structures are interconnected [3]. Therefore, the term "structure" is used to cover the size of the organization, the level of expertise of the members of the organization, the clarity of responsibilities (areas of work), and the compatibility between the goals and objectives of the members. Organization, leadership style, etc. The award system as a benchmark, The research shows that the size of the organization and the level of specialization are variables that drive structural conflict. The larger an organization and the more specialized its activities, the greater the potential for conflict [4]

Since mismatch always occurs in interactions between individuals and individuals, including between leaders and employees or between individuals and groups, this mismatch occurs mainly due to the nature of different individuals or other differences, which often lead to conflict, This is triggered by mistrust between individuals, lack of effective communication, and the potential for anger from the parties involved. A study

states that conflict is defined as a conflict between two opinions (perspectives), such as the size (of the organization), the degree of professionalism of the members of the organization, or the clarity of responsibilities (duties) [5]organizational goals, leadership styles, reward systems and compatibility between target members, which have a positive and negative impact on stakeholders. Meanwhile, according to other researchers, conflict is a situation that occurs when there is a dispute or difference in perspective between two or more people, groups, or organizations [4]. At the very least, the posture of mutual defense between two groups with different goals and views in achieving a goal puts the two in a position of conflict, not cooperation. If an organization strongly resists change, the resulting conflict situation will not be resolved. As the "temperature" of tension increases and new conflicts arise, the sub-units of the organization become more and more scattered [5]

There is no guarantee that there will always be conformity or compatibility between implementing individuals in the process of interaction between subsystems and other subsystems. Tension can arise at any time, both between individuals and between groups in an organization. Conflict management strategies are necessary for individuals and groups to improve personal relationships related to work performance.in conflict management calls for five strategies, namely: complying, integrating, avoiding, dominating, and sacrificing, as well as influencing individual and group performance[6]. Companies that want to implement conflict management strategies must respect each other's differences, be willing to accept contributions to advance the company's goals, pay attention to and respect each other's feelings, and establish open communication with each other. This seems to help build a harmonious working relationship. In full good faith [7]. These initiatives positively impact the psychology of individuals and work groups by creating a sense of commitment and appreciation for the existing skills and competencies that are used to achieve the goals expected by the company or organization, and the results are achieved naturally. This affects the improvement of performance both in individual and group work. Performance is the work of an individual or a group of employees and can be defined as performance where their actual behavior is consistent with their role in the organization [7]. Previous research has shown that conflicts within organizations can arise from a variety of factors, such as differences in goals, poor communication, or external pressure[8]. There is also a research journal revealing that the symptoms of conflict in the business world are often seen through interpersonal tension and decreased team performance[7]. On the other hand, the journal previously also emphasized that good conflict management can actually improve collaboration between team members by encouraging more open communication and deeper understanding between individuals[9]. Although many studies have been conducted on conflict management in large organizations, the application of conflict management strategies to MSMEs, especially those operating at the local level and on a smaller scale, is still rare. This creates a gap that

needs to be researched more deeply to find solutions that are more suitable for the context of MSMEs.

This study raises a more specific focus, namely the application of conflict management in Kediri pillow wholesale MSMEs. In contrast to more general studies, this study seeks to delve deeper into how conflict management can be applied practically to create team synergy in MSMEs, especially in the wholesale sector. This understanding of the dynamics of conflict at the micro level is expected to make a significant contribution to better conflict management among MSME actors and improve business performance and sustainability. The main purpose of this study is to analyze how conflict management plays a role in shaping team synergy in Kediri pillow wholesale MSMEs. In addition, this research also aims to provide strategic recommendations to MSME actors in managing conflicts more effectively, with the hope of increasing collaboration, team productivity, and overall business success. The structure of this article will begin with a literature review regarding conflict management theory, followed by the research methodology used, the results of data analysis, and practical conclusions and recommendations for better implementation.

2. Method

This study uses a qualitative approach to explore the dynamics of conflict management in forming team synergy in Kediri pillow wholesale MSMEs. Data collection is carried out through in-depth interviews using the 5R informant framework (relevance, responsibility, relationships, responses, and recommendations) to ensure the relevance and credibility of information obtained from business owners, managers, and employees. The interview was designed to reveal the causes, impacts, conflict resolution strategies, as well as informants' recommendations related to strengthening team synergy. The validity of the data is guaranteed through triangulation of methods, sources, and documents, as well as confirmation of findings to informants through *the member checking* process.

This data analysis was carried out using the Miles and Huberman (1994) approach, which involved three main stages: data reduction, data presentation, and conclusion drawn. The collected data is reduced by sorting information based on themes such as the type of conflict and the pattern of its resolution. Furthermore, the data was analyzed descriptively to identify conflict management patterns that were relevant to team synergy. The results of the analysis were examined through discussions with fellow researchers to minimize interpretation bias. With this method, the research aims to provide in-depth insight into conflict management in Kediri pillow wholesale MSMEs, as well as being the basis for developing strategies to increase team synergy.

3. Results and Discussion

This research focuses on exploring the impact of conflicts in teams on synergy and group performance in Kediri pillow wholesale MSMEs. Interviews were conducted with 2 interviewees, namely, Anis, a woman aged about 38 years, who shared her experience as a sewing employee for more than three years. Anis is known as a meticulous, hard-working, dexterous person, and very skilled in producing high-quality products. In addition, he has a friendly and sociable nature, which makes him well-liked by coworkers. His dedication and perseverance make Anis one of the mainstay employees in his workplace, always trying to give his best in every task he handles. Meanwhile, Mas Febri, a man around 30 years old, revealed his business journey as the owner of a pillow wholesale MSME in Kediri that he has pioneered for more than four years. In the interview, Mas Febri showed his character as an innovative, hardworking, and very caring entrepreneur for customers. He also has strong leadership skills, as seen from the way he maintains product quality, pays attention to employee welfare, and continues to innovate to keep his business competitive. His friendly and open-minded personality makes Mas Febri able to establish good relationships with his customers and business partners. The main problems identified are limitations of human resources, communication, individual differences. From these problems, it can be interpreted as follows.

Limited human resources

Excerpt of interview with Anis - Sewing Employee at MSMEs Wholesale Pillow Kediri

Interviewer: "How do you think the limitations of human resources affect jobs in these MSMEs?"

Anis: "In my opinion, the labor shortage is quite influential, especially when orders are surging. We are often overwhelmed because the number of existing workers is not enough to handle the sudden increase in workload. As a result, we have to work longer hours or even bring work home. Even so, we still try to maintain the quality of the stitches so that customers are not disappointed. But when the number of orders is very large, it is difficult to always meet the deadlines."

Interviewer: "What are the main challenges you face in this situation, and how do you overcome them?"

Anis: "The main challenge is to maintain consistency in quality while working under time pressure. In addition, communication between team members is also important, especially when it comes to sharing tasks quickly. To overcome this, we usually help each other and share techniques to make the work more efficient. I personally always try to manage my time as best as possible and make sure every detail of the work stays neat, even though I have to work extra hard. But I think the long-term solution is to increase the workforce, especially those who are already experienced, so that our burden can be lighter."

Anis' explanation shows that the limitation of human resources is one of the main obstacles, especially when facing a surge in orders. However, they still strive to maintain quality and customer satisfaction with the spirit of cooperation and high dedication.

Excerpt of the interview with Mas Febri - Owner of Kediri Pillow Wholesale MSMEs

Interviewer: "What is the main impact of human resource limitations on the operations of the pillow wholesale MSMEs you manage?"

Mas Febri: "The limitation of human resources clearly has a big impact, especially in maintaining production flows and meeting order deadlines. When demand is high, our team often struggles to meet targets because the number of existing workers is not proportional to the volume of orders. This can affect customer satisfaction if not managed properly. In addition, the limited labor also reduces our flexibility to accept additional orders, because production is already maximized with the available manpower."

Interviewer: "What steps have you taken or will take to overcome this limitation problem?"

Mas Febri: "For the time being, we rely on overtime work arrangements and efficiency in each production line. But I realize, this is not a long-term solution. Therefore, we are considering hiring new workers, especially those who already have experience in this field. In addition, we also strive to provide training to existing employees so that their abilities continue to improve, so that they can be more productive. In the long term, I also plan to develop a more structured work system so that the production flow is smoother even though the number of workers is limited."

The explanation from Mas Febri shows that the limitation of human resources is a big challenge, especially in the face of increasing market demand. However, through efficiency strategies, training, and recruitment plans, he is committed to continuing to develop MSMEs to remain competitive.

The results of the study show that through the approach of Kediri pillow wholesale MSME owners, it can be analyzed that the limitation of human resources (HR) is one of the main obstacles faced by Kediri pillow wholesale MSMEs. This problem is mainly caused by the lack of work experience of employees, which has a significant impact on business performance, competitiveness, and business sustainability. Lack of technical skills is one of the main issues identified. Many employees have low skill levels, which is generally due to the lack of formal training and education they receive. This condition has an impact on the quality of products that do not meet market standards, thereby reducing customer satisfaction levels and limiting business growth potential [10].

In an interview with one of the owners of Kediri pillow wholesale MSMEs, it was revealed that many of his employees did not understand production techniques that can improve work efficiency. The owner explained that most employees rely solely on daily experience without adequate training. "We want to provide training to employees, but they are often constrained by costs and time," he said. This shows that the limitations of human resources come not only from employees but also from the lack of financial resources and time that employers have to support training. In addition, weak management is also a significant challenge. Employees with limited experience generally do not have an adequate understanding of inventory management, marketing, and finance. Business owners add that it is difficult to find employees who are able to manage these aspects effectively. *"Most of our employees only focus on production and packaging. They don't*

really understand how to market products or manage stocks," Details. Previous research has also shown that these managerial weaknesses are often the main obstacle in the development of MSMEs [10].

The limitations of employee experience also have an impact on their ability to innovate. Many employees find it difficult to come up with new ideas related to products and services. This is a serious challenge because innovation is a key element to attract new customers and retain existing customers. MSME owners explained *"We often only produce on demand that already exists. It's rare for new ideas to come up with because employees are hesitant to propose something."* Without adequate innovation, pillow wholesale MSMEs face great challenges in competing with larger, more experienced companies [11].

Another problem that arises is low motivation and job satisfaction. Employees who don't see opportunities to learn and grow often feel less motivated, which ultimately increases turnover rates. This phenomenon creates a cycle of inexperience that is difficult to overcome. In the interview, one of the employees mentioned, *"I feel that this job is only temporary because there is no opportunity to develop. If there is a better offer, I will probably move."* This is in line with the findings that state that lack of motivation and job satisfaction of employees is one of the main causes of high turnover [11]. To overcome this challenge, planned strategic steps are needed.

The MSME owners interviewed revealed that one of the most effective solutions is to organize training and education for employees. *"If there is an affordable training program, we will definitely include employees,"* it is said. In addition, mentoring programs are also an effective alternative. In this program, more experienced employees can mentor new colleagues, thereby improving their competence while strengthening team solidarity. The owner also emphasizes the importance of active employee involvement in the product development process. *"If employees are involved in product innovation, they will feel appreciated and more enthusiastic about working,"* he explained. By involving employees in innovation, they can feel they have an important role in the progress of the business. This can also increase their motivation and sense of responsibility for the success of MSMEs. Another important step is to create a positive work environment. Employees who feel valued and supported tend to be more motivated, which can reduce turnover and ensure the sustainability of competencies in the company. This statement is reinforced by research that shows that a supportive work environment can increase employee retention and job satisfaction [11].

With these steps, Kediri pillow wholesale MSMEs are expected to be able to overcome the limitations of human resources and increase their competitiveness in the market. Understanding and overcoming these obstacles will help MSMEs formulate more effective human resource development strategies to support business growth and sustainability.

Communication

Excerpt of interview with Anis - Sewing Employee at MSMEs Wholesale Pillow Kediri

Interviewer: "How do you assess the communication between employees in these MSMEs? Is it going well?"

Anis: "I think the communication between employees here is quite good, especially when discussing daily work or tasks that need to be completed immediately. We often have direct discussions, especially when there are technical obstacles in the production department. But sometimes there are a few obstacles, for example when there is sudden information or a change in instruction that not everyone knows at the same time. Such a situation can make coordination a little disrupted, especially if there are a lot of orders."

Interviewer: "What do you think could be improved in terms of communication to support smooth work?"

Anis: "I think there needs to be a more structured communication system, such as regular briefings before starting work, so that all employees can get the same information clearly. In addition, the use of communication tools such as group chats can also help to convey important information quickly, especially if there are changes in schedules or new instructions. This way, coordination can be smoother, and work can be completed more effectively."

Anis' explanation shows that communication in Kediri pillow wholesale MSMEs has gone quite well, although there is still room for improvement, especially in conveying information uniformly and quickly. He suggested a more organized communication system to support more optimal work productivity

Excerpt of the interview with Mas Febri - Owner of Kediri Pillow Wholesale MSMEs

Interviewer: "How do you assess communication between teams in these MSMEs? Are there any challenges you're facing?"

Mas Febri: "In general, communication in our team goes quite well, especially for routine things such as the division of daily tasks. However, challenges arise when there are sudden changes, for example in production schedules or additional requests from customers. Sometimes, the information is not conveyed quickly to all employees, resulting in confusion or work that is out of sync. Another challenge is to keep all employees on top of work priorities, especially when facing tight deadlines."

Interviewer: "What steps are you taking to ensure more effective communication in these MSMEs?"

Mas Febri: "I try to do direct coordination more often, such as briefings at the beginning and end of the working day, so that all employees understand what to do. In addition, we have also started using group chats to quickly convey important information. In the near future, I plan to create a more structured and transparent work schedule, so that all team members can more easily follow the workflow without confusion. I believe that good communication is the key to improving efficiency and quality of work."

The explanation from Mas Febri shows that even though communication in Kediri pillow wholesale MSMEs has gone quite well, there are still challenges in delivering sudden or complex information. With measures such as regular briefings and the use of communication technology, he seeks to create a more efficient communication system to support team productivity.

The results of the analysis show that conflicts that occur in teams are mostly rooted in ineffective communication problems. One of the main aspects of this ineffective communication is the difference in perception of responsibility and contribution among team members. These disagreements often trigger tensions between individuals which then develop into broader conflicts in the work environment. Some informants revealed that they felt that their contributions and efforts were not properly appreciated, while other colleagues actually received more frequent recognition. This creates a feeling of injustice and alienation in certain employees. Of the three employees specifically stated, *"I feel that my hard work is never appreciated, while other colleagues always get praise. It makes me feel isolated."* This statement reflects how a lack of appreciation can negatively impact the work atmosphere and interpersonal relationships within the team. Conditions like this show the importance of transparent communication and fair reward mechanisms to minimize potential conflicts within the team.

The study illustrates how disesteem can be at the root of a larger conflict if not addressed immediately. In addition, the results of the interviews showed that differences in perception of responsibilities often exacerbated the situation, as some team members felt that the workload was not distributed fairly. This tension has an impact on a decrease in work motivation and overall team productivity. Some employees admit that they feel less motivated to contribute to the maximum due to protracted conflicts. Good communication in a company is an effective, transparent, and consistent process of exchanging information between all members of the organization[12].

The implementation of conflict management strategies has proven to be effective in overcoming problems in Kediri pillow wholesale MSMEs. Based on the informant's report, the open communication and mediation approach between team members is able to create a more harmonious work environment. In the face of conflict, these MSMEs began to implement various strategies, including open communication, mediation between team members, and communication skills training. This approach resulted in a significant change in the work environment, as stated by the MSME owner: *"Once we started talking more openly about this problem and involving everyone in the discussion, we could find a solution together."* These results show that openness and cooperation in resolving conflicts can improve relationships between team members while creating a more conducive working atmosphere.

This approach not only helps resolve ongoing conflicts but also strengthens mutual respect among team members. This shows that good conflict management can be an effective tool to increase team synergy and productivity. In accordance with the above explanation to overcome this conflict, hotels need to implement effective communication training, ensure open communication channels, and use the right technology to facilitate accurate and timely information exchange[12].

Individual Differences

Excerpt of interview with Anis - Sewing Employee at MSMEs Wholesale Pillow Kediri

Interviewer: "How do you see individual differences, such as character and way of working, among employees in these MSMEs? Does it affect work?"

Anis: "Every employee here does have a different character and way of working, some are faster and more organized, but some take longer to complete tasks. Sometimes, this difference makes work a little hampered, especially if there are employees who have not been able to adjust to the faster pace of work. But, on the other hand, this difference also brings advantages, because we can complement each other. For example, the more thorough ones usually help to check the work, while the faster ones can focus on the production volume."

Interviewer: "What do you think can be done to manage these individual differences to keep work efficient?"

Anis: "I think it's important to build closer cooperation in the team. If there are difficulties, it is better to be given direction or training, so that everyone can work with the same standards. In addition, communication is also very important, especially to ensure the division of tasks according to each person's abilities. By understanding each other's strengths and weaknesses, we can work more efficiently without feeling overwhelmed."

Anis' explanation shows that individual differences in Kediri pillow wholesale MSMEs do affect work dynamics, but they can be managed with good teamwork and effective communication. He also emphasized the importance of supporting each other so that each individual can contribute to the maximum according to his or her abilities.

Excerpt of the interview with Mas Febri - Owner of Kediri Pillow Wholesale MSMEs

Interviewer: "How do you see individual differences among employees in these MSMEs, and does it affect business operations?"

Mas Febri: "Individual differences are very noticeable, especially in terms of skills and ways of working. Some employees complete tasks faster, while others are more careful and detailed in their work. This can affect operations, especially when we have to meet tight production targets. For example, the fast ones can work on large volumes, while the meticulous ones ensure that the quality is maintained. Therefore, it is important for me to adjust the division of tasks according to each other's abilities and speed."

Interviewer: "What do you do to manage these individual differences so as not to interfere with the team's performance?"

Mas Febri: "I strive to provide equal training so that all employees have enough skills. In addition, I also often have open communication to find out each other's strengths and weaknesses. The division of tasks based on individual skills is one way to make work more efficient and productive. By respecting each other's differences and working as a team, we can achieve maximum results."

The explanation from Mas Febri shows that individual differences in Kediri pillow wholesale MSMEs do affect operations, but with the right approach in the division of tasks and training, this can be managed properly to support more efficient team performance.

In the context of Micro, Small, and Medium Enterprises (MSMEs) wholesale of self-centered pillows, individual differences caused by age, length of work, and level of education have a significant impact on performance and productivity. This study aims to analyze how these three factors affect MSME actors in this sector. Age plays an important role in influencing the experience and perspective of MSME actors in doing business. Based on the results of interviews with a number of Kediri pillow wholesale business owners, young business actors tend to be more innovative and open to new technologies, but often lack adequate experience in business management. On the other hand, middle-aged business actors are considered to be able to balance innovation and experience. They demonstrate stability in business decision-making supported by a deeper understanding of operations. On the other hand, older business actors have a lot of experience in the field of management, although they sometimes face challenges in adapting to the latest technology and market trends. Previous research has also revealed that older age often correlates with a better understanding of financial and operational management[13].

In addition to age, length of work or experience in running a business is also a factor that affects the performance of MSMEs. Interviews with business actors show that those who are just starting a business often face challenges in understanding market dynamics and financial management. Meanwhile, business actors with more than five years of work experience have better abilities in recognizing market needs and managing business risks. Business actors who have been running a business for more than ten years tend to have a wider network and honed managerial skills, which can increase business productivity. Relevant research results also show that longer work experience is positively related to financial literacy and the ability to manage a business effectively [14].

The level of education of business actors also has a significant influence on the way they run their business. Based on interviews, business owners with low educational backgrounds often have difficulty understanding aspects of financial management and accounting, which has an impact on operational efficiency. Business owners with secondary education show a better basic understanding of business management, but still face challenges in the implementation of practical skills. On the other hand, business actors with higher education show a better understanding of business strategy and financial management, which helps them in information-driven decision-making. The findings from the literature also support that higher levels of education are directly related to the ability to use accounting information effectively in business management [15].

Individual differences based on age, length of work, and education level have a significant impact on the performance of Kediri pillow wholesale MSMEs. Age affects experience and adaptability, length of service has to do with managerial skills, and education contributes to financial understanding. Therefore, it is important for MSME actors to continue to improve their knowledge and skills in order to compete in an increasingly dynamic market.

4. Conclusion

Based on the research that has been carried out, it can be known the management of conflicts that occur and the strategies that need to be implemented to minimize these conflicts which are the main problems identified. The limitation of human resources (HR) in Kediri pillow wholesale MSMEs, caused by low experience, technical skills, and weak management, affects business performance and competitiveness. This problem is exacerbated by a lack of innovation, low motivation, and high employee turnover rates, which hinder business growth and sustainability. To overcome these challenges, MSMEs need to adopt strategic approaches, such as technical and managerial skills training, mentoring programs, and encourage innovation through employee involvement in product development. Creating a positive work environment is also important to increase employee motivation and retention. In addition, conflicts within teams often arise as a result of ineffective communication, which can be resolved through more open communication and fair reward mechanisms. The implementation of good conflict management, including mediation and communication skills training, can increase productivity and work harmony. Research also shows that age, length of work, and education level affect the performance of MSMEs, where experience is more adequate in managing risk, while higher education levels increase understanding of financial management and business strategy. Therefore, MSME actors are advised to continue to develop technical skills and financial literacy and adapt to technology to increase competitiveness and achieve sustainable growth.

From the results of the above research, to overcome the limitations of human resources (HR) and improve the performance of Kediri pillow wholesale MSMEs, it is recommended that MSMEs regularly hold technical and managerial skills training as well as mentoring programs to improve employee experience and skills. In addition, it is important to encourage innovation in product development by involving employees in the creative process, as well as creating a positive work environment to increase motivation and reduce turnover rates. Effective conflict management through training, communication, and fair rewards will also create harmony in the team and increase productivity. In addition, increasing financial literacy and risk management will help MSME actors in making better and more sustainable decisions. Finally, adapting to technology will allow MSMEs to increase efficiency, expand markets, and increase competitiveness. With these steps, Kediri pillow wholesale MSMEs can develop quality human resources and achieve more stable and sustainable growth.

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