

ABSTRACT

This study aims to investigate organizational conflicts that occur in the Demak Religious Court, with a focus on optimizing functional conflicts through the Cross-Function Coordination Model. Conflicts in organizations can arise due to differences in interests, imbalances in workload, ineffective communication, and organizational structures that do not support cross-functional coordination.

This study uses a qualitative approach with a case study method to explore the causal factors, dynamics of conflict, its impact on organizational performance, and strategies that can be applied to manage the conflict optimally through cross-functional coordination. The results of this study are expected to provide recommendations for increasing organizational effectiveness through more optimal coordination mechanisms. Conflict management in the Religious Court of Demak has primarily emphasized organizational harmony over direct intervention, with leadership playing a key role as a mediator. However, this approach has not been entirely effective in preventing recurring conflicts. Participants in this study expressed expectations for improved communication and coordination between units, strengthened leadership roles in conflict mediation, conflict management training for employees, and a review of Standard Operating Procedures (SOPs) to ensure clearer task distribution.

This study recommends optimizing coordination mechanisms, enhancing leadership effectiveness in conflict resolution, and implementing stricter performance monitoring systems. By adopting these strategies, functional conflicts can be managed more constructively, leading to improved efficiency and synergy within the organization.

Keywords: *Organisational Conflict, Functional Conflict, Conflict Management, Religious Court, Organizational Coordination, Cross-Function Coordination*