

Mediation in Conflict Management in Small Traditional Medicine Businesses in Central Java and the Special Region of Yogyakarta

Yuniariana Pertiwi¹, Kintoko², Suliyanto³, Edy Nuryanto⁴, Abid Nuryanto⁵

^{1,4}Universitas Al Irsyad, Cilacap, Indonesia

²Universitas Ahmad Dahlan, Yogyakarta, Indonesia

^{3,5}Universitas Jenderal Soedirman, Purwokerto, Indonesia

Email: yuni4riana@gmail.com

KEYWORDS

Conflict, Mediation, Traditional Medicine Small Business (UKOT).

ABSTRACT

Conflict is commonly found in everyday life, both in household life, in an organization, in small or large companies, and internationally, including in the field of traditional medicine. The objectives to be achieved in this study are to identify the factors causing conflict, the impact of conflict, conflict resolution, and mediation in conflict management that can be used as a basis for resolving the controversy of traditional medicine conflicts in Central Java and the Special Region of Yogyakarta (DIY). This study is a qualitative study, with an exploratory approach. The informants in this study were workers at Small Traditional Medicine Businesses (UKOT) in Central Java and DIY. Data were obtained directly using researchers' in-depth structured interviews. The sampling technique used was snowball sampling. Data analysis in this study used an interactive model, starting with data reduction, data presentation, and then concluding/verification. This study succeeded in identifying several factors causing conflict in UKOT, namely communication, lack of cooperation, differences in personal values/individual characters, unpredictable policies, role conflicts, differences in perception, resource conflicts, and gaps. The results of this study indicate that conflict can have both positive and negative impacts. Conflict resolution is done by compromise, being quite cooperative and assertive, but not to the extreme level, and also problem-solving. The appropriate mediation is facilitative mediation, which is a way to resolve conflicts peacefully that is appropriate, effective, and can open wider access to the parties to obtain a satisfactory and just solution.

A. INTRODUCTION

Conflict is considered an inevitable aspect and occurrence of human social relations in all organizations. Conflict is a situation in which there are differences of opinion, goals, or interests between two or more parties, which can cause tension, conflict, or disputes. Conflict can occur in various contexts, such as in families, organizations, or communities, to international conflicts and requires a good resolution so that it does not develop into a bigger problem. Conflict can be understood as a dispute that arises between what a person expects from themselves, others, and organizations and what they expect in reality. Conflict if left unchecked and not resolved will have a negative impact on a company or organization. There are also positive impacts from the conflict that occurs, it can increase motivation, reduce stress, make leaders aware of problems that must be resolved, and encourage both parties to introspect (Tualeka, 2017). It is hoped that the same incident will not happen again, and the conflicting parties will have a sense of mutual respect so that they can work optimally.

Irawati stated that differences in organizations can cause disputes and conflicts in organizations, including business organizations in the field of traditional medicine. Job design and job descriptions that place someone as a competitor for others can create competition that has a negative impact on the effectiveness of the organization as a whole. Job descriptions can be changed into a team description system, so that when competition or even hostility occurs,

leaders must be able to understand what their organization members want and try to resolve the conflicts that arise, without harming the organization itself. Management must be able to facilitate various activities in the organization to achieve good performance with minimal internal conflict.

The potential of traditional medicine has not been optimally developed. The Traditional Medicine Industry (IOT) in Indonesia numbers more than 1200 industries, but generally they are still Small Traditional Medicine Enterprises (UKOT) and Medium Traditional Medicine Enterprises (UMOT). The herbal medicine industry and pharmaceutical industry that will produce traditional medicine preparations still experience the difficulty of obtaining Traditional Medicine Raw Materials (BBOT) *simplicia* in large quantities and with uniform quality. Around 30-40% of BBOT *simplicia* have to be thrown away because they are of low quality. This is due to the lack of efforts to cultivate medicinal plants and improper post-harvest handling. The issue of quality and safety of the use of traditional medicine also needs attention. Not all traditional medicines are safe. BBOT that is not handled properly can contain ingredients that are harmful to health. Traditional medicines can also contain active ingredients that can have side effects and be detrimental to the health of users (Permenkes, 2013).

The phenomenon that occurs in the traditional medicine business world, namely the existence of brand counterfeiting, herbal medicine Chemical Drug Ingredients (BKO), lack of education for herbal medicine entrepreneurs and consumers about the business and benefits of herbal medicine, and worker indiscipline can ultimately affect company performance. The traditional medicine business is inseparable from all problems, including conflict problems such as role conflicts, inappropriate placement of Human Resources (HR) in its organizational structure, and price wars (Anwar, 2015). Leaders who are considered unwise in decision-making, horizontal conflicts, interpersonal conflicts between managers, and conflicts between fellow workers or between superiors and subordinates are also factors causing conflict (Mohamad, 2014).

One of the ideal ways to resolve conflict is through mediation (Busroh, 2017). Mediation is a process in, which a neutral third party, called a "mediator" listens to a dispute between two or more parties and tries to help the parties to resolve their dispute without thinking about the benefits of the case. Mediation is a form of dispute resolution that involves a third party to help the disputing parties reach an agreement. Mediation is considered more effective in resolving disputes/conflicts, especially in Indonesia. The concept and value of mediation have long been known to the Indonesian people, namely deliberation to reach consensus. This value is stated in the fourth principle of Pancasila. Some of the reasons why mediation is an ideal alternative dispute resolution are: 1) Cheaper costs and less time; 2) A more persuasive approach, especially supported by figures who are respected by both parties to the conflict; 3) Discussion of problems that are broader, more comprehensive and flexible; 4) Maintaining good relations between the two parties to the conflict. The role of social mediators is also very important in implementing social mediation. The behavior and authority of traditional leaders greatly influence the success of mediation. This behavior will have a higher success rate if the mediator is also a role model for the community whose words are considered to be true and obeyed by the community (Busroh, 2017). Regulation of the Supreme Court of the Republic of Indonesia No. 1 of 2016 concerning Mediation Procedures in Court, in Article 1 letter (a), states "Mediation is a method of resolving disputes through a negotiation process to obtain an agreement between the parties assisted by a mediator".

Since its development, the conflict management scale has been used in a variety of settings, including training programs for pharmacists and physician mentors/preceptors. The most significant role of the conflict management scale is in its ability to encourage self-reflection, self-awareness, and discussion related to one's conflict management style (Austin et al., 2009). This suggests that pharmacists also need knowledge about conflict management in their work, including in UKOT. This study seeks to identify the phenomenon of conflict, which

if left unchecked will worsen and affect the work process and performance of the traditional medicine sector.

B. LITERATURE REVIEW

1. Definition of Conflict

Conflict comes from the Latin verb *confingere* which means to hit each other. Sociologically, conflict is defined as a social process between two or more people (or groups), one party tries to eliminate the other party and destroy it or make it powerless (Mahyuni et al, 2017). The following is a definition of conflict according to experts taken from Wirawan (2009), in the book *Conflict and Conflict Management Theory, application, and Research*, defining conflict as a process of conflict expressed between two or more parties that are interdependent regarding the object of conflict, using patterns of behavior and conflict interactions that produce conflict output.

Conflict is also defined as a process that begins when one party perceives that another party has negatively affected something that is in the interests of the first party. Daniel Webster defines conflict as competition or conflict between parties that are incompatible with each other, conflicting behavior, and disputes due to conflicting needs, desires, or demands. Conflict exists wherever and whenever there is a mismatch of cognition or emotion in individuals or between individuals. It occurs in personal relationships, in business and professional relationships, in organizations, between groups and organizations, and between countries. Note that this definition implies the existence of real or perceived interdependence.

Conflict can be defined as a process that begins when one party perceives that another party has negatively affected something that is of concern or interest to the first party. This definition includes various conflicts that exist in organizations including misalignment of goals, differences in interpretation of facts, misunderstandings caused by behavioral expectations, and so on. Other definitions are also quite flexible, covering various levels of conflict from overt and violent actions to forms of disagreement that are invisible and not open (Sudarmanto et al., 2021).

The various definitions of conflict above can be concluded that conflict is all kinds of conflicting interactions between two or more parties caused by differences and resulting in things that are beneficial or detrimental. Conflict can arise in various social situations, whether within individuals, between individuals, groups, organizations, or countries.

2. Conflict Resolution

Winardi put forward three methods of managing conflict, namely:

- a. Stimulating conflict;
- b. Reducing or suppressing conflict, and;
- c. Resolving conflict.

Resolving conflict with conflict resolution is a process to achieve conflict output using conflict resolution methods. Conflict resolution methods are conflict management processes used to produce conflict output. According to Huber (2010) conflict resolution outcomes are the results of the conflict management process, namely:

- a. Win-lose

One party dominates and the other party is neglected. The one who occupies a larger portion wins and vice versa the one who loses less.

- b. Lose-lose

All parties in conflict suffer losses. Bribery techniques, buying and selling, and using third parties to threaten can produce this resolution result.

- c. Win-win

This resolution is achieved when all parties agree and benefit from conflict resolution.

Conflict resolution methods can be grouped into self-regulation by the parties involved in the conflict (self-regulation) or through third-party intervention. Conflict resolution through self-regulation occurs when the parties involved in the conflict try to resolve their conflict.

Third-party intervention consists of (1) resolution through the courts, (2) administrative processes, and (3) alternative dispute resolution.

Hodge and Anthony in Wahyudi (2017) stated that to deal with conflict, managers or organizational leaders can choose the right conflict resolution methods according to the causal factors and the goals to be achieved. The conflict resolution methods in question are cooperation, democracy, compromise, use of power, avoidance through third parties, and job rotation. Gibson suggests that conflict management can be done through problem-solving resolution techniques, superordinate goals, resource expansion, avoidance, softening, compromise, command power, replacement of human variables, replacement of structural variables, and techniques for recognizing common enemies.

According to Wirawan, conflict resolution through a third party is as follows:

- a. Conflict resolution through the court process
Conflict resolution through civil courts, one or both parties involved in the conflict submit the conflict solution to the civil court in the district court through a plaintiff's lawsuit against the defendant in Indonesia. State Administrative conflicts or disputes can be resolved through the State Administrative Court (PTUN), and conflicts between legal subjects (citizens, organizations, or state institutions regarding the Law are resolved through the Constitutional Court (MK). Problems arising from general elections can be resolved through the Constitutional Court (Kusumadara, 2022).
- b. Conflict resolution through legislative process or approach
Conflict resolution through legislative approach is conflict resolution through legislation issued by legislative institutions. Conflicts resolved in this way are large conflicts involving a large population and have an impact on individual members of the population, for example, political conflicts regarding regional boundaries (Kharisma, 2021).
- c. Conflict resolution through administrative process
Conflict resolution through administrative process is conflict resolution through a third party carried out by a state institution (not a judicial institution) which according to the Law or government regulations is given the right to resolve disputes or conflicts in certain fields, for example in the business sector between entrepreneurs (Lodi et al., 2021).
- d. Alternative dispute resolution
Alternative dispute resolution is conflict resolution through a third party that is not a court and an administrative process organized by the judiciary and executive institutions. Alternative dispute resolution (ADR) consists of mediation and arbitration (Okudan & Çevikbaş, 2022).
- e. Reconciliation
The conflict resolution achieved often does not completely resolve the conflict and restore the situation completely to the way it was before the conflict occurred, for example, interpersonal conflicts are resolved by organizing their own courts, mediation, and arbitration, leaving a feeling of dissatisfaction with the resulting solution (Pless et al., 2021).

3. Mediation

Etymologically, the term mediation comes from Latin, *mediare* which means to be in the middle. This meaning refers to the role played by a third party as a mediator in carrying out his duties to mediate and resolve disputes between the parties. Being in the middle also means that the mediator must be in a neutral position and not take sides in resolving the dispute. He must be able to maintain the interests of the disputing parties fairly and equally, to foster trust from the disputing parties (Hajdari et al., 2022).

Gary Goodpaster argues that mediation is a negotiation process to resolve a problem by an external party that is impartial and does not cooperate with the parties to the dispute to help

them reach a satisfactory agreement. Unlike a judge or arbitrator, a mediator does not have the power to decide a dispute between the parties. In this regard, the parties trust the mediator to support them in resolving the problems between them (Lohvinenko et al., 2021). The assumption that the mediator can change the strength and movement of the conflicted relationship by providing a sense of trust or behavior in the parties to the dispute through providing information, knowledge, or negotiation is more effective so that it can help the parties to the dispute in resolving the disputed conflict. The meaning of the mediation above, the peaceful resolution of disputes is assisted by a mediator called a mediator, who in carrying out his duties must be fair, and balanced with the disputing parties, and does not have the authority to make decisions because his role is only as a facilitator (Harris, 2021).

PERMA No. 1 of 2016, states that the definition of mediation is a way of resolving disputes through a negotiation process to obtain an agreement between the parties assisted by a mediator. Several definitions of mediation above, then several important elements can be taken, including mediation being carried out to resolve disputes through negotiation.

- a. There is a third party, namely a mediator whose existence is accepted by the disputing parties.
- b. The mediator's task is to help the disputing parties find a resolution to the dispute that occurs.
- c. The authority to make decisions is by agreement of the disputing parties.
- d. Mediation has several characteristics, namely informal, private, and voluntary.

METHOD

This research is qualitative research, with an exploratory approach, namely initial research used to clarify what the actual problem is that needs to be resolved and how further research should be conducted. Exploratory means understanding phenomena or problems that have not been widely studied before. This is following research related to conflicts that have not been widely studied in UKOT in Central Java and DIY, and by identifying mediation models that can be applied in resolving conflicts, so that further research can implement and analyze the results. A qualitative approach is used because this research was conducted to understand the meaning behind the visible data and to understand social interactions. Through a qualitative approach, it is hoped that there will be an understanding of the visible data and the conflicts that occur in UKOT in Central Java and DIY. The advantages of this approach are that it can show the consistency of the paradigm picture in the research and also collect limited information to be investigated in detail from one aspect of the research.

To obtain clarity on the problems studied in this study, various types of data are needed, both primary and secondary. Secondary data in the form of regulatory data related to the field of Indonesian traditional medicine and other supporting data collected through literature reviews or reports. Primary data is data obtained directly from research subjects through in-depth interviews, as well as focused discussions (focus group discussions-FGD) and data from researcher observations.

C. RESULT AND DISCUSSION

1. Views on Conflict

Management as individuals are often trapped in a prolonged conflict, especially between employees who are always related to each other because of their duties. Dependence and interaction between individuals in carrying out tasks is a common thing in a company. It is said that conflict is something that cannot be avoided by the company, but can be resolved and reduced at the lowest level and does not interfere with the smooth running of the company. Conflict within the company cannot be avoided but can be minimized for the company's goals so that employees think critically, apathetically, and productively.

Conflict within the organization cannot be avoided, and its existence can clarify problems, identify organizational deficiencies, and solutions to weaknesses, and can lead to organizational goals. That conflict within the organization is something that cannot be avoided

and will always be inherent in human relations. This view states that we need to manage conflict so that it does not harm the organization or even if possible can benefit the organization. Conflict is not always detrimental but can also be beneficial in the long term.

Conflict is a natural event that occurs in all groups and organizations. Conflict is something that cannot be avoided, and cannot be eliminated, therefore conflict must be accepted because it is something that is natural and rationalized in such a way that it benefits the performance of a group (Heridiansyah, 2014). According to Kurniawan conflict always occurs in institutional activities, and the presence of conflict cannot be avoided, therefore, conflict is a natural condition in an organization.

Robbins & Judge's interactionist view, says that conflict is something that must be stimulated because conflict can encourage change in the organization. Conflict can change behavior and can make the conflicting parties aware of their mistakes. Awareness of this mistake will be able to increase productivity. Robbins & Judge strengthens the statement that conflict is seen as something negative, and is often synonymous with violence, destructiveness, and irrationality. This conflict is considered detrimental and needs to be avoided. This view provides a simple approach by looking at the behavior of people who create conflict, considering that conflict must be avoided, then only directing attention to the causes of conflict and correcting existing deficiencies, to improve group performance and organizational performance.

2. Factors Causing Conflict

Based on the results of the research that has been conducted through interviews, observations, and literature reviews, the following results were obtained:

a. Communication

Communication is a method used when someone interacts with others. If communication is not established properly, of course, it will cause a problem and trigger conflict.

The results of the analysis of the factors causing communication conflicts obtained data stating that communication is a factor causing conflict. The communication factor is a cause of conflict, this is because the communication carried out still tends to be one-way, and the lack of openness causes information that should be obtained by someone to not arrive and is only known to certain people.

The need for communication to be carried out both from the UKOT owner, the Pharmacist in Charge and with the employees so that problems related to fulfilling UKOT permits do not cause conflict and can be resolved properly. Panggabean (2019) stated that in carrying out his work, conflicts occasionally occur between employees due to misunderstandings between employees at work which can slow down the completion of tasks.

Communication is one aspect that is often a source of conflict. Conflicts that occur always originate from humans and their behavior, in addition to organizational structure and communication. Miscommunication or misperceptions among friends. When a conflict arises in an organization, the cause is always identified as poor communication, and when a bad decision is made, ineffective communication is always the scapegoat. Poor communication, in the sense of communication that causes misunderstandings between the parties involved, can be a source of conflict. Ineffective communication processes will create misunderstandings and result in disputes or cause conflict. Communication is one of the variables that greatly influences the progress of an organization.

b. Different characteristics or differences in personal values

The cause of conflict in an organization is individual differences, which include differences in opinions and feelings. Individual differences in opinions, feelings, and values between individuals can be a source of conflict. Conflict between individuals in

the same organization, where is often caused by differences in personality. Differences in cultural backgrounds form different individuals.

Purnamasari & Permansyah (2019) explain that conflict is an inner atmosphere that contains anxiety and conflict between two or more motives that encourage someone to do two or more conflicting activities. If not controlled properly, it will have a negative impact which can ultimately cause divisions between individuals in the company.

Having many employees with different backgrounds and characters will make it very possible for conflict to occur between employees and leaders. Although there are differences in understanding the concept between each individual, this difference is what often causes incompatibility between two or more employees because each employee has a character and regional cultural values that are adopted in carrying out their work. This is where the role of leadership is needed to manage conflict in such a way that conflict can have a positive impact on the company (Nurasizah, 2018). Conflict occurs within a person against another person. Generally, personal conflict begins with feelings of dislike for others, which ultimately gives rise to deep feelings of hatred. This feeling encourages them to curse, insult, and even destroy the opposing party. Personal conflict often occurs in society.

c. Lack of Cooperation

Objectives will be hampered by the lack of cooperation between team members. Conflict usually occurs when two members of an organization cannot work together because of hostility between them (a destructive emotional conflict) or when members of a committee cannot act because they cannot reach a consensus on group goals (Ambriani & Koentari, 2020).

Strategic partnerships or synergies need to be created with a spirit of cooperation so that harmonious communication is established and beneficial for management and unions (Femi, 2014). Each party must trust each other, then the organization can be strong, compact, and able to work together. Without trust, suspicion will arise. Groups that are suspicious of other groups are feared not to want to cooperate, and will always look for ways to avoid interaction or relationships with suspicious groups (Sunarto, 2021).

d. Unpredictable policies

Policies are the result of a series of discussions involving political will and the goals that the elites concerned want to achieve (Siregar, 2018). Regulation often creates conflict, both internal conflicts between regulations and external conflicts involving government institutions and society (Wiratama, 2023).

e. Role conflict

Factors that influence the definition of dual role conflict are time division, exposure to work stressors (job demands or overload of work role conflict, work role ambiguity, or dissatisfaction), job characteristics (cooperation, sense of security in work), social support from superiors and colleagues, characteristics of the workplace. Too many tasks will make employees have to work overtime, or many out-of-town tasks will make employees spend more time on work and the road (Nugraha and Kustanti, 2020).

There are several things that can affect performance, such as dual role conflict, workload, and emotional exhaustion. If someone feels unable to manage and balance their responsibilities to fulfill the two roles they play. The impact of this conflict varies, including creating anxiety, frustration, tension, or hostility. Continuous dual role conflict can cause a person's workload to increase and emotional exhaustion, which can interfere with employee performance.

Conflict with oneself can occur due to actions that are contrary to one's conscience, uncertainty about the needs that must be met, role conflicts, personality conflicts, and task conflicts beyond their capabilities.

Each employee works according to their role in the organization, meaning that each worker has a group of tasks that must be carried out according to existing rules and according to what is expected by their superiors. However, employees do not always succeed in playing their roles without causing problems. Role dysfunction can take the form of role conflict.

f. Perceptual conflict

This condition is following Robbins' opinion that employee perceptions can differ from objective reality. In perception, there are differences in each employee regarding what is perceived, even though what is perceived is the same object (Stoker et al., 2022).

Waligito defines perception as a process in which individuals organize and interpret the stimuli they sense so that individuals are aware of and understand what they sense. Davidoff added that with perception, individuals can be aware of, and understand the surrounding environment, and understand their condition. Perception is the process of processing information obtained through sensing which is then organized and interpreted, forming integrated activities within the individual so that it involves the individual's ability to think, feel, and experience.

Perceptions of unfair leadership can trigger interpersonal conflict in the workplace. Public perception of intercultural conflict in a multicultural society can affect relationships between individuals and groups. Public perception of environmental conflict is greatly influenced by government policies and industrial activities. Everyone can give their understanding of the stimulus. Different individuals will perceive the same thing in different ways and produce different responses.

g. Resource conflict

A conflict occurs due to unfair allocation of resources to the entire organization, resulting in extreme conflict. Competition for natural resources often triggers conflict and intolerance in society. Unfair management of natural resources can trigger conflict between communities (Devrian, 2023). Conflicts related to the management of new resources are often caused by unfair distribution. This is following the statement Inequitable resource distribution is a common root of conflict. Natural resource management is crucial in preventing conflicts in resource-rich areas. Resource grievances are a significant underlying factor in the emergence of civil wars.

h. Inequality

Wage discrimination in the workplace can trigger interpersonal conflict and lower work morale. Conflict between work and family caused by low wages can increase work stress and turnover intention. Non-payment or late payment of wages is one of the main factors that trigger conflict in the workplace (Nurhakim, et al, 2023).

In agreement with this, it is stated that Incentives and rewards within a community can significantly influence the level of conflict and crime. Incentives, when misaligned, can create tensions that escalate into conflict. Competition for rewards in the workplace can lead to increased aggression and conflict. Misaligned incentives can lead to disputes and conflicts in negotiation settings.

i. Intrapersonal Conflict

The intrapersonal conflict that occurs can have a positive impact on improving employee performance. Conflict arises from an interaction process that occurs due to a discrepancy between two opinions (points of view) that affect the parties involved, one of which is employee performance in an agency or organization, both positive and negative (Nurazisah, 2020). This is following the opinion of Widyastuti, that this intrapersonal conflict is caused by personal thought factors, such as attitudes, emotions, principles, and self-interest. In general, this intrapersonal conflict is caused by two or more desires that cannot be fulfilled at once. Intrapersonal conflict is often found in everyday life. This is in line with the role and responsibilities of a person. Usually, a

person is faced with a choice that must be decided and according to him, it is the best choice.

Intrapersonal conflict can also arise when someone sees actions within an organization that are considered illegal or unethical. A person bases this assessment according to the personal values and ethics that he adheres to. The tension created by intrapersonal conflict can cause a person to act directly against an organization/community group.

3. Impact of Conflict

Conflict has positive and negative impacts. The impacts include the following:

a. Positive Impact

Conflict can improve employee performance by motivating them to find better solutions. Conflict is beneficial if the conflict can move all production factors in the organization, in this case, it has an impact on employee work ethic towards increasing work productivity. The emergence of a conflict will certainly cause benefits on one side and losses on the other side and vice versa, which is an excess of the emergence of the conflict. The positive impact felt by the conflict is as a learning experience in formulating a policy to prevent and resolve it so that in the future it can minimize the losses that will be incurred. The positive impact will increase the effectiveness and efficiency of organizational goals. Conflict has a positive influence on improving employee performance (Pratiwi, 2021).

Conflict can increase awareness of those who experience existing problems, who is involved and how to overcome them, conflict can also encourage change. Conflict will generate energy and increase motivation to overcome it. Awareness of conflict can stimulate physical reactions which then provide considerable physical energy and psychological intensity concentration. Furthermore, this energy will motivate the person concerned to resolve it by implementing the plan as well as possible (Schell et al., 2021).

b. Negative Impact

The old view considers conflict in an organization as something negative, leading to agency divisions, therefore it must be eliminated because it hinders optimal performance (Purnamasari & Pirmansyah, 2019). Work conflict is any kind of conflict interaction between two or more people, either between individuals, groups, or organizations that can have a negative impact (Panggabean, 2019).

If an organization fails to manage its conflict effectively, it can have a negative impact on the organization, such as increased turnover rates, negligence, delays, and disciplinary problems.

4. Conflict Resolution

Conflict is accused of being the cause of quarrels, separations, divorces, mental illness, and even violence. Fortunately, many people have realized that failure to handle conflict in a constructive manner will damage harmonious relationships. Conflict can be resolved by communicating well between employees and leaders, making the right decisions, and avoiding debates that can cause disputes between employees. Conflict, if handled well, can be beneficial for oneself and for the sake of maintaining good relationships that existed before the conflict.

Handling conflict cannot be separated from the role of its leader, conflict that is managed and controlled well can lead to the benefit of the organization as a whole. Conversely, conflict that is not handled well and experiences open escalation can be detrimental to the interests of the organization. Therefore, managers or leaders in organizations must be able to manage conflicts in the organization well so that organizational goals can be achieved without obstacles that create conflict. One of the things that a leader or manager must have is how to manage a conflict (Donate et al., 2022).

There are three types of human personality, namely compliant, aggressive, and avoidant, each of which has different characteristics. Everyone has needs and can choose their

way to satisfy their needs (learning factors), attitudes, and values that they develop. Personal characteristics as a source of conflict have several dimensions: personal, general interpersonal relationships, and formal relationships. Therefore, employee selection or promotion is not enough to be done based on a person's ability, intelligence, interests, and work experience, but it is also necessary to examine personal characteristics through careful observation of the way and attitude of work as a member of a work environment (whether there are indications of neurotic).

The resolution carried out is integrative problem-solving (as a whole). Inter-group conflict is transformed into a joint problem-solving situation through problem-solving techniques. In addition to suppressing conflict or seeking compromise, both parties openly try to find a solution that is acceptable to all parties (Purnamasari & Pirmansyah, 2019).

The problem-solving carried out refers to Winardi, by collaborating (working together) or solving problems. Collaboration is being cooperative or assertive, trying to achieve the satisfaction of all interested parties, and finding and solving problems until everyone benefits as a result. The conflict management style in this study is effective conflict resolution according to Galvin in Handayani by developing the idea that there are aspects that are the focus of attention when individuals strive for their goals, namely attention to themselves and others. Attention to oneself is measured by the extent to which a person's aggressiveness/assertiveness is, while attention to others is emphasized in cooperation.

The leader tries to resolve the conflict through a middle ground that is acceptable to the conflicting parties. The form of compromise carried out is by separation, where the conflicting parties are separated until they reach an agreement (Purnamasari & Pirmansyah, 2019). Conflict is a part of life in the world that sometimes cannot be avoided. Conflict is generally negative because there is a tendency between the parties involved in the conflict to conflict with each other and try to eliminate or eliminate each other, those who are in conflict are considered opponents or enemies. This is where the difference between conflict and rivalry or competition lies. Although in rivalry there is a tendency to defeat, it does not lead to eliminating rivals or competitors.

Over time, in organizational life, conflicts often occur or various unwanted disturbances arise from either internal or external conflicts or outside the organization. Overcoming and resolving a conflict that occurs in an organization is not something simple, how quickly a conflict can be resolved depends on the willingness and openness of the disputing parties to resolve the conflict, the severity or level of the conflict, and the ability of third parties to intervene who are also trying to resolve the conflict that arises in an organization. Conflict management is very influential for members of the organization. Organizational leaders are required to master conflict management so that the conflicts that arise can have a positive impact on improving the quality of the organization (Taufiquzzaman, 2021).

5. Mediation

Mediation is a peaceful dispute resolution method that is appropriate, and effective, and can open wider access for the Parties to obtain a satisfactory and just settlement. Mediation is a dispute resolution process based on "good faith" where the disputing parties submit their responses and suggestions for dispute resolution that will be attempted by the Mediator through the best resolution path because they themselves are unable to do so. Through this freedom, it is possible for the Mediator to provide the best resolution through a form of resolution that cannot be carried out by the court. However, the disputing parties usually get a settlement result that will not burden only one party, so that it can be accepted by all parties.

There are two forms of mediation when viewed from the time of implementation. First, mediation is carried out outside the judicial system. Second, mediation is carried out within the judicial system. The implementation of mediation in court is a form of policy to integrate the alternative dispute resolution process (non-litigation) into the judicial process (litigation). Optimizing mediation is a simpler, faster, and cheaper dispute resolution process. Outside the

court, arbitration, mediation, or negotiation can be taken as an alternative form of dispute resolution (Hidayat, 2022; Putra, 2021). The purpose of mediation is to find the best way out through negotiation to resolve the dispute between the parties by involving an impartial and fair third party (As' Adi, 2012). Settlement through mediation puts both parties to the dispute in the same position. The parties will discuss the best dispute resolution with the best way out that will not burden either party (win-win solution). Mediation of the disputing parties is proactive and has full authority to make decisions. The mediator only assists the parties in maintaining the mediation process to realize their peace agreement, so he does not choose the authority to make decisions (Putra, 2021).

The results of the study indicate that mediation is not always necessary, because the majority of conflicts that occur are still in stage 1, which means that the conflict can still be resolved by both parties themselves. Mediation is needed when a conflict occurs that cannot be resolved at that time, as a mediator, a coworker can be appointed (in this case one line), or a superior can also be appointed if the same line cannot resolve the conflict that occurs. Likewise, conflict resolution between superiors and subordinates. Mediation, with a basis of deliberation towards agreement/peace, has indeed been developing in Indonesia for a long time. Mediation as an alternative dispute resolution is a form of dispute resolution involving an impartial third party (mediator) to help resolve disputes between the parties, but the final decision is still determined by the parties alone, the mediator in this case does not have the authority to decide the dispute. Mediation is intended to bring together differences in bargaining value for an agreement. The mediator only focuses on the problems or positions stated by the parties.

In the event of conflict in this study, mediation can be carried out with facilitative mediation. The role of a third party, in this case as a mediator, in carrying out its duties is to mediate the parties in resolving the dispute. "Being in the middle" also means that the mediator must be positioned as a neutral or impartial party in resolving the dispute. The appointed mediator can be a colleague, or from a superior, or from another section that is considered to be able to act as a facilitator. The mediator here only acts as a facilitator, where through mediation it is hoped that a common ground can be reached to resolve the problems or disputes faced by the disputing parties, which will then be stated as a joint agreement. Decision-making is not in the hands of the mediator but in the hands of the disputing parties (Cahyani, 2024).

Mediation contains three important elements, namely: 1) mediation is a process of resolving disputes or disputes that occur between two or more parties, 2) the parties involved in resolving the dispute are parties from the disputing parties, 3) the parties involved in resolving the dispute act as advisors and do not have any authority in decision making. The mediator may develop and offer dispute resolution options, and the parties may consider the mediator's offers as an alternative to reaching an agreement in resolving the dispute.

D. CONCLUSION

Mediation plays an important role in managing conflicts in small traditional medicine businesses in Central Java and the Special Region of Yogyakarta, especially as a solution that emphasizes the principles of deliberation and justice. Conflict, although often viewed negatively, can have a positive impact if handled well through effective communication and a collaborative approach. Leaders in organizations play a central role in handling conflicts wisely, both through understanding individual characteristics and by using appropriate mediation methods. By implementing techniques such as facilitative mediation, conflicts can be resolved through the involvement of a neutral mediator who can create a mutual agreement that benefits all parties. This approach not only helps maintain relationships between individuals but also supports the achievement of organizational goals more effectively. Mediation as a method of dispute resolution offers a simple, fast, and cost-effective process compared to formal litigation. By placing the parties in an equal position, mediation allows for the achievement of a win-win solution that is acceptable to all parties without placing an excessive burden on one party. This study shows that not all conflicts require mediation,

especially if the conflict is still in the early stages that allow for direct resolution by both parties. However, in more complex conflict situations, the presence of a neutral mediator is key to reaching a peaceful agreement. Thus, mediation becomes an alternative conflict resolution that is not only relevant for small traditional medicine businesses but can also be applied widely in various sectors to create a harmonious and productive work environment.

REFERENCES

- A Nurasizah, A. N. (2020). *Pengaruh Konflik Internal Pegawai Terhadap Kinerja Pegawai pada Kantor Dinas Ketenagakerjaan Pemerintah Kota Makassar* (Doctoral dissertation, UNIVERSITAS NEGERI MAKASSAR).
- Ambriani, L., & Koentari, K. (2020). Pengaruh Konflik, Komunikasi, Dan Gaya Kepemimpinan Terhadap Kinerja Tim Kerja Rsud Cempaka Putih. *Jurnal Manajemen Kewirausahaan*, 17(2), 155-160.
- Anwar, C. (2015). Manajemen konflik untuk menciptakan komunikasi yang efektif (Studi kasus di Departemen Purchasing Pt. Sumi Rubber Indonesia). *Interaksi: Jurnal ilmu komunikasi*, 4(2), 148-157.
- As' Adi, E. (2012). *Hukum Acara Perdata dalam Perspektif Mediasi (ADR) di Indonesia*. Graha Ilmu.
- Austin, Z., Gregory, P. A., & Martin, C. (2009). A conflict management scale for pharmacy. *American journal of pharmaceutical education*, 73(7).
- Busroh, F. F. (2017). Mediasi Sosial Dalam Menyelesaikan Konflik Lahan Milik Masyarakat Adat Di Indonesia. *Lex Jurnalica*, 14(1), 146053.
- Cahyani, T. D., & Nasyithah, N. (2024). Mediation Skill Improvement in Special Branch Leader of 'Aisyiyah in Malaysia for Effective Dispute Resolution. *Jurnal Dedikasi Hukum*, 4(2).
- Devrian, M. R., Nugraha, D. M., Fu'adin, A., Putri, A. D., Abdurrahman, A. H., & Kusuma, S. D. (2023). Persaingan Sumber Daya Alam: Konflik dan Intoleransi dalam Masyarakat. *GEOGRAPHIA: Jurnal Pendidikan dan Penelitian Geografi*, 4(2), 96-103.
- Donate, M. J., González-Mohino, M., Appio, F. P., & Bernhard, F. (2022). Dealing with knowledge hiding to improve innovation capabilities in the hotel industry: The unconventional role of knowledge-oriented leadership. *Journal of Business Research*, 144, 572-586.
- Femi, A. F. (2014). The impact of communication on workers' performance in selected organisations in Lagos State, Nigeria. *IOSR Journal of humanities and Social Science*, 19(8), 75-82.
- Hajdari, E., Sadriu, V., & Hajdari, A. (2022). Position And Role Of Mediator In The Mediation Procedure. *Balkan Social Science Review*, 20, 99-115.
- Harris, N. (2021). Mediation, Lawyers and Special Educational Needs: Ensuring a Balanced Approach to Dispute Resolution. *King's Law Journal*, 32(3), 414-436.
- Heridiansyah, J. (2014). Manajemen konflik dalam sebuah organisasi. *Jurnal STIE Semarang (Edisi Elektronik)*, 6(1), 28-41.
- Hidayat, D. (2022). Formalisasi Mediasi Sebagai Mekanisme Penyelesaian Sengketa Perdata. *Journal of Syntax Literate*, 7(9).
- Huber, D. L. (2010). *Leadership and nursing care management 4th edition*. Saunders.
- Kharisma, D. B. (2021). Urgency of financial technology (Fintech) laws in Indonesia. *International Journal of Law and Management*, 63(3), 320-331.
- Kusumadara, A. (2022). Jurisdiction of courts chosen in the parties' choice of court agreements: an unsettled issue in Indonesian private international law and the way-out. *Journal of Private International Law*, 18(3), 424-449.
- Lodi, E., Perrella, L., Lepri, G. L., Scarpa, M. L., & Patrizi, P. (2021). Use of restorative justice and restorative practices at school: A systematic literature review. *International Journal of Environmental Research and Public Health*, 19(1), 96.
- Lohvinenko, M., Starynskyi, M., Rudenko, L., & Kordunian, I. (2021). Models of mediation: Theoretical and legal analysis. *Conflict Resolution Quarterly*, 39(1), 51-65.
- Mahyuni, M., & Yudiana, D. (2017). Manajemen Konflik dalam Tinjauan Alquran. *Almufida: Jurnal Ilmu-Ilmu Keislaman*, 2(1).
- Muspawi, M. (2014). *Manajemen konflik (upaya penyelesaian konflik dalam organisasi)* (Vol. 16). Jambi University.
- Nugraha, P., & Kustanti, E. R. (2020). Hubungan antara dukungan sosial suami dengan konflik peran ganda pada perawat wanita. *Jurnal Empati*, 7(2), 794-801.

- Nurhakim, P. R., Rodiah, I., & Fernando, H. (2023). Diskriminasi Upah Terhadap Perempuan yang Bekerja: A Perspective of Gender Work Place. *Endogami: Jurnal Ilmiah Kajian Antropologi*, 7(1), 16-31.
- Okudan, O., & Çevikbaş, M. (2022). Alternative dispute resolution selection framework to settle disputes in public-private partnership projects. *Journal of Construction Engineering and Management*, 148(9), 04022086.
- Panggabean, Y. L., Lie, D., Efendi, E., & Halim, F. (2019). Pengaruh konflik kerja dan stres kerja terhadap kinerja pegawai pada kantor Kecamatan Siantar Simalungun. *Maker: Jurnal Manajemen*, 5(1), 117-129.
- Permenkes RI. 2013, Peraturan Menteri Kesehatan Republik Indonesia Nomor 88 Tahun 2013 Tentang Rencana Induk Pengembangan Bahan Baku Obat Tradisional.
- Pless, N. M., Sengupta, A., Wheeler, M. A., & Maak, T. (2021). Responsible leadership and the reflective CEO: Resolving stakeholder conflict by imagining what could be done. *Journal of Business Ethics*, 1-25.
- Pratiwi, M. A. (2021). Perkembangan Teori Konflik Organisasi. *Manajerial Dan Bisnis Tanjungpinang*, 4(1), 51-65.
- Purnamasari, P., & Pirmansyah, Y. (2019). Pengaruh Konflik terhadap Kinerja Karyawan Bagian Produksi pada PT. YKT Gear Indonesia. *Business Innovation and Entrepreneurship Journal*, 1(1), 29-37.
- Putra, D. R. (2021). Keunggulan Mediasi Sebagai Penyelesaian Sengketa Perdata Di Situasi Pandemi Covid-19. *Media Keadilan: Jurnal Ilmu Hukum*, 12(2), 391-410.
- Schell, C. J., Stanton, L. A., Young, J. K., Angeloni, L. M., Lambert, J. E., Breck, S. W., & Murray, M. H. (2021). The evolutionary consequences of human-wildlife conflict in cities. *Evolutionary Applications*, 14(1), 178-197.
- Siregar, H. (2018). Studi Kebijakan Politik: Aktor dan Isu Dalam Proses Pengambilan Keputusan. *Communitarian: Jurnal Prodi Ilmu Politik*, 1(1).
- Stoker, J. I., Garretsen, H., & Lammers, J. (2022). Leading and working from home in times of COVID-19: On the perceived changes in leadership behaviors. *Journal of Leadership & Organizational Studies*, 29(2), 208-218.
- Sudarmanto, E., Sari, D. P., Tjahjana, D., Wibowo, E., Mardiana, S. S., Purba, B., ... & Arfandi, S. N. (2021). *Manajemen Konflik*. Yayasan Kita Menulis.
- Sunarto, S. (2021). Faktor Penyebab dan Cara Penyelesaian Konflik Antara Manajemen dan Serikat Pekerja. *AKSES: Jurnal Ekonomi dan Bisnis*, 16(1).
- Taufiquzzaman, N., Wajilah, S. N., & Lisdiana, A. (2021). Manajemen Konflik Dalam Menyelesaikan Konflik di Dalam Organisasi Risma di Desa Makarti Kecamatan Tumijajar. *SOCIAL PEDAGOGY: Journal of Social Science Education*, 2(1), 96-108.
- Tualeka, M. W. N. (2017). Teori konflik sosiologi klasik dan modern. *Al-Hikmah: Jurnal studi Agama-agama*, 3(1), 32-48.
- Wahyudi, D. (2017). Manajemen Konflik Dan Stres Dalam Organisasi. *Bandung: Alfabeta*.
- Wiratama, A., Haikal, A., & Hasan, Z. (2022). Pendekatan sosiologi hukum dalam memahami konflik peraturan perundang-Undangan di Indonesia. *Jurnal Ilmiah Wahana Pendidikan*, 8, 206-12.
- Wirawan, W. (2009). Konflik dan manajemen konflik: Teori, aplikasi, dan penelitian. *Jakarta: PT Bumi Aksara*.