

Factors causing conflict: A case study on small traditional medicine businesses in Cilacap regency

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Abstract

Conflict is something that is commonly encountered in daily life, whether in household life, in an organization, in a small or large company, or the field of traditional medicine. The purpose of this study is to identify the factors that cause conflict so that it can be used as a basis for resolving conflict controversies and seeking conflict resolution in the field of traditional medicine in Cilacap Regency. The benefits of this research are expected to enrich research and development related to conflict resolution that has never been done by researchers before. This research is qualitative research with a case study approach. The informants in this study are workers at Traditional Medicine Small Businesses (next written UKOT) in Cilacap Regency. The data was obtained directly using in-depth interviews by the researchers. The sampling techniques used are purposive sampling and snowball sampling. The data analysis of this study uses an interactive model, starting with data reduction and data presentation, then drawing conclusions/verification. This study succeeded in identifying several factors that cause conflict in UKOT, namely Communication as the biggest factor, lack of cooperation, differences in personal values/individual characters, unpredictable policies, role conflicts, differences in perceptions, resource conflicts, and gaps. The results of this study show that conflict can have both positive and negative impacts. This study shows that Communication is the biggest causative factor; other causative factors are lack of cooperation, differences in personal values/individual character, unpredictable policies, role conflicts, differences in perceptions, resource conflicts, and disparities. This is expected to be used as a basis for resolving conflicts and seeking conflict resolution, as well as a reference and recommendation for resolving conflicts that occur.

Keywords

Conflict, Factors, Traditional medicine

Introduction

The herbal medicine industry in Indonesia was recorded to have developed long before the announcement of Indonesian Independence. UKOT is a business that makes all forms of traditional medicine preparations except tablets and effervescent dosage

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forms. UKOT can only be held by business entities that have a business license by the provisions of laws and regulations.

Phenomena that occur in the traditional medicine business, namely the existence of brand counterfeiting, medicinal chemical jamu, lack of education for entrepreneurs and consumers of herbal medicine about the business and benefits of herbal medicine, and worker discipline, can ultimately affect company performance. The traditional medicine business is inseparable from all problems, including conflict problems such as role conflicts, inconsistencies in the placement of Human Resources in its organizational structure, and the existence of price wars [1,2]. Leaders who are considered unwise in decision-making, horizontal conflicts, interpersonal conflicts between managers, conflicts between fellow workers or between superiors and subordinates are also factors that cause conflicts [1–7].

Cilacap Regency, located in Central Java Province, is one of Indonesia's largest herbs producers. It is recorded that Central Java has 297 traditional medicine manufacturers. The effects of pharmaceutical production activity, especially the production of herbal medicines, will the quality of the environment. BPOM has handled Cilacap's serious problem with Medicinal Chemicals, and even though efforts to pick up the ball have been carried out, it needs more serious and simultaneous attention to embrace them. BPOM should be more persuasive and not highlight the attitude of its executors (with inspections), but participatory try to understand the complaints of the craftsmen. Jamu Cilacap is currently even like a coma, waiting for a distribution permit, with various constraints on the cost of lab tests and the need for pharmacists as well as good ways to make drugs (hereinafter written CPOTB). Still, on the other hand, it is necessary to pay attention to several products that are circulating on the market without a distribution permit [8].

The research gap in this study is UKOT, where the results of the Vosviewer are shown in Figure 1. This illustrates that there has not been much research on conflict in UKOT.

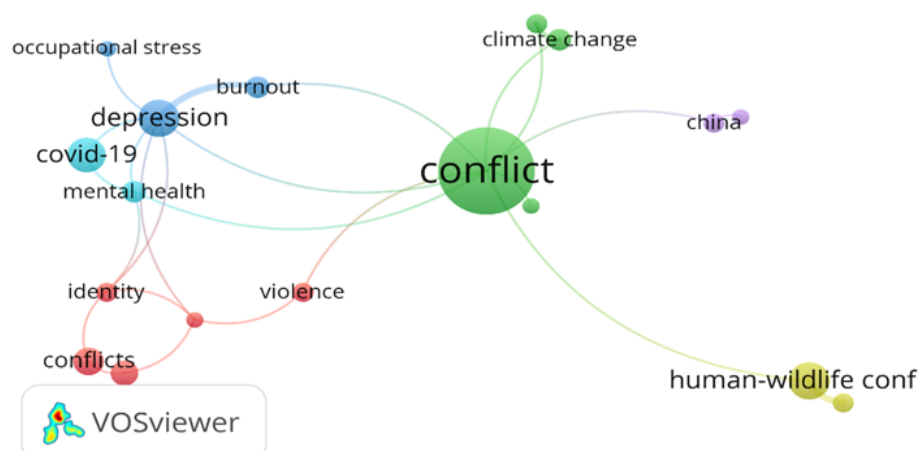


Figure 1. Distribution of author keywords on Vosviewer

Figure 1 shows the results of a visual analysis conducted with Vosviewer on the words used by the author and Scopus. Scopus data was taken from 1979-2023 with a total of

980 articles. Keywords in analysis and visualization appear at least five times in each piece of literature. Vosviewer pointed out that research related to conflicts in UKOT has not yet been found, so it is necessary to research conflicts in UKOT.

An employee's bad behavior in an organization makes Communication between members difficult. Common bad behavior in companies includes extortion, bribery, fraud, dishonesty, threats, invasion of privacy, sexual harassment, theft, discrimination, and providing false information. [2] talked about the purchase of PT. Sumi Rubber Indonesia exhibits various destructive behaviors, including criminal aggression, cheating, rudeness, sabotage, and theft. Communication means conveying information to the organization's members, but it becomes difficult due to the bad behavior of individuals or employees, so communication becomes ineffective. This ineffective communication causes misunderstandings in interpretation, creates prejudice, and ultimately causes internal conflicts within the company or organization. The role of management is indispensable to overcome conflicts that arise because the impact of these conflicts affects productivity and work efficiency in the company, especially in PT. Sumi Rubber Indonesia.

Poor communication often causes conflicts in the organization, be it between employees, between superiors and subordinates, or between work units. Communication factors that cause conflicts, for example, information that is not freely available, and the use of language that is not understood by the parties conducting Communication. Conflict can also help with communication functions. Before the conflict, groups may not believe in the position of their enemies, but as a result of the conflict, the positions and boundaries between these groups often become clear, therefore individuals are increasingly able to decide to take appropriate action in relation to their enemies. Conflict also allows warring parties to find better ideas regarding their relative strength and increases the likelihood of approaching or reconciling with each other [9].

Misunderstandings related to sentences, difficult to understand language and incomplete information. The structure of the power struggle between the owners of conflicting interests or systems, the competition for limited resources, or the interdependence of two or more groups of work activities to achieve their goals [10]. In general, communication is important in dispute resolution. Direct communication between parties will be more productive in resolving disputes, so that violence can be avoided and costs can be lowered. Third parties are an internal part of peacebuilding interventions by facilitating communication and improving friendship relations [11].

Some conflicts, called functional conflicts, are considered positive, as they improve performance and identify weaknesses. Dysfunctional conflict, however, is a confrontation or interaction between groups that harms the organization or hinders the achievement of goals or objectives [12]. The adverse effects of conflict are decreased productivity, declining trust, reduced communication flow, moral problems, and delayed decision-making processes [13].

This study seeks to identify the phenomenon of conflict, if left unchecked, it will further taper and affect the work process and performance of the traditional medicine field. Researchers in this case have not found research that discusses conflicts in UKOT, so there is a need for a study that will reveal the existing problems. Cilacap Regency has eight SBTMs, namely Kopja Aneka Sari Pollination Center, CV. Bumi Wijaya, CV. Kembang Wijaya, CV. Djawi, CV. De Nature Indonesia, UD. Ikot Sari Manjur Herbalindo, PJ. Jaya Kusuma, and PT. Tresno Jamu. The condition of Cilacap Regency as a large producer of herbs, but with the means of Traditional Medicine, which has many problems, it is felt that it needs to be followed up through research related to the conflicts that occurred.



Figure 2. Map of Cilacap Regency

Figure 2 shows the general situation of Cilacap Regency, with an area of 225,361 Km² with territorial boundaries covering the north of Banyumas Regency, the south of Samodera Hindia, the east of Kebumen Regency, and the west of Ciamis Regency. Cilacap Regency is one of the largest producers of herbs in Indonesia, recorded in Central Java, there are 297 traditional medicine producers. The effects of a pharmaceutical production activity, especially the production of herbal medicines, will result in a direct and indirect impact on the quality of the environment. Cilacap's serious problem with its BKO is currently being handled by BPOM and even efforts to pick up the ball have been made, but it needs more serious and simultaneous attention to embrace them. Several products of the Aneka Sari Cooperative in Gentasari Cilacap Village are currently in the BPOM distribution permit stage. It is better for BPOM to be more persuasive and not highlight the attitude of its executors (with inspections), but participatory try to understand the complaints of the craftsmen. Currently, Cilacap herbal medicine is even like a coma, waiting for a distribution permit, with various constraints on lab test costs and the need for pharmacists and CPOTB, but on the other

hand, it is necessary to pay attention to some products that are circulating on the market without a distribution permit [14].

Method

Research design

This research is qualitative research with a case study approach. A qualitative approach is used because this research is carried out to understand the meaning behind 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 conflicts that occur in SBTM in Cilacap Regency. The advantage of this approach is 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.

[15] in his book stated that Creswell (1998) put forward several characteristics of a case study, namely: (1) identifying a “case” for a study; (2) The case is a “system bound” by time and place; (3) Case studies use various sources of information in their data collection to provide a detailed and in-depth description of the response of an event, and (4) Using a case study approach, researchers will “spend time” describing the context or setting for a case. [16], a case study, its main strength lies in the opportunity given to the researcher to examine the object of his research in depth in order to understand its totality.

Tools and materials

The tools and materials used are recording devices/mobile phones, stationery, paper, a list of interview questions to conduct a preliminary survey and data collection for personal interview reference for informants.

Participants

The participants in this study are workers in Cilacap Regency. The inclusion and exclusion provisions in determining participants are as follows:

Inclusion Criteria:

1. UKOT workers in Cilacap Regency.
2. Competent informants, including informants who have sufficient knowledge of UKOT and know about the conflicts that occur. This will ensure that the data obtained is relevant and meaningful.
3. Informants who are willing to participate. Voluntary participation is an important ethical principle in research.
4. The condition of UKOT is still in production.

Exclusion Criteria:

1. UKOT workers outside Central Java and Yogyakarta.

2. Informants who are not willing to participate, if there are informants who to participate, are not included in the research, as well as Informants who do not respond to requests.
3. UKOT address not found.
4. UKOT is no longer in production or closed.

Objects and subjects

This study's object is SBTM in Cilacap Regency, and its subject is an informant in SBTM in Cilacap Regency.

Data analysis

The clarity of the problem studied in this study requires various types of data, both primary and secondary. Secondary data is in the form of data on regulations 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 focus group discussions (FGD) and data from researcher observations.

According to [14], data analysis consists of three streams of activities that occur together, namely data collection, data reduction, data presentation, conclusion drawn/verification, carried out in an interactive form, and the data collection process as a cycle (Figure 3).

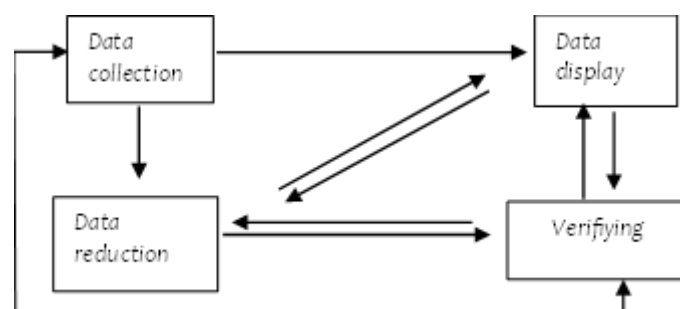


Figure 3. Components of Data Analysis: Interactive Models (Miles and Huberman, 2007:20)

The analysis of qualitative research data, according to Miles and Huberman, has three stages, namely:

1. Data reduction

Data reduction, in this case, is an election process focusing on simplifying, abstracting, and transforming “rough” data regarding the factors that cause conflicts, which arise from written records in the field that take place continuously during field research. During data collection, there was a reduction stage which further summarized data on direct contact with people, incidents and conflict situations in traditional medicine businesses in Cilacap Regency, coded the factors causing the conflict, made objective records/tracing themes, created clusters, created partitions, stored mediation data in conflict management in UKOT in Cilacap Regency, and wrote memos. This data

reduction/transformation process continues after the field research until a complete final report is prepared.

2. Data Presentation

Human ability is very limited in dealing with biased field records; therefore, it is necessary to present clear and systematic data to help researchers complete their work in a way that is easy to understand. The data presented in this case concerns the factors that cause conflicts in UKOT in Cilacap Regency.

3. Conclude/verify

Verification was carried out by reviewing field records of factors causing conflicts in UKOT in Cilacap Regency.

Results and Discussion

Researchers went into the field to find the existence of UKOT in Cilacap Regency, based on UKOT data from GP Jamu Central Java, showed that there were 7 UKOT in Cilacap Regency, but in fact, the researcher found 1 UKOT that was not on the list. The UKOT is PT. Tresno Jamu, after the researcher visited the UKOT, data from the UKOT of PT. Tresno Jamu was established 2 years ago and is a pioneer of PT. Bumi Wijaya. PT. Bumi Wijaya itself has now changed its license to IOT, so PT. Bumi Wijaya is included in the exclusion criteria.

Another exclusion in this study is that there are UKOT that are found not to be in production, namely the UKOT of the Kopja Aneka Sari Pollination Center, which is located in the Ds. Gentasari area, Kroya District, Cilacap Regency. This information was obtained from residents who gave a statement that the Kopja Aneka Sari Pollination Center was originally a residents' cooperative, but due to certain conditions, resulting in the Kopja Aneka Sari Pollination Center no longer producing herbal medicine in the form of powder.

The news traced by the researcher was obtained from VIVAnews, which stated that the Food and Drug Supervisory Agency (BPOM) issued a warning to the public to be aware of traditional medicines circulating in Indonesia. BPOM issued a list containing 46 traditional medicines containing chemicals, and one of the companies that produces traditional medicines containing chemicals is UD. Sari Manjur Herbalindo. Researchers get information that the condition has now changed, is not good, production is no longer what it used to be, it has declined greatly. This is actually very interesting if the owner is willing to take the data, it's just that the researcher cannot force the owner to want to be interviewed, so UKOT UD. Sari Manjur Herbalindo became exclusive.

Based on information from the informant, Jaya Kusuma, who is also in Mujur Village, Kroya District, Cilacap Regency, currently does not produce herbal medicine and has not extended the permit, so it is also included in the exclusion criteria.

UKOT CV. Djawi, who the researcher visited, obtained data from an informant who was at the UKOT location at that time, that CV. Djawi only produces when there is an order, and the researcher is in a CV. Djawi, the only informant, two workers were in the process of folding the box packaging, which was an order from another SBTM in the Cilacap area. The informant was not willing to be interviewed and was not willing to provide other information, including the contact of the owner and other workers.

The inclusion criteria of UKOT in Cilacap Regency are 2 UKOT, namely CV. Kembang Wijaya which is located in Kedawung Village, Kroya District, Cilacap (Figure 4), and CV. De Nature Indonesia in Bojongsari Village, Kedungreja District, Cilacap (Figure 5).



Figure 4. Photo UKOT CV. Kembang Wijaya, Cilacap Regency



Figure 5. Researcher photo at UKOT CV. De Nature Indonesia, Cilacap Regency

Characteristics of Informants

Age is the period since the existence of a person and can be measured using a unit of time viewed chronologically, and normal individuals can be seen to have the same degree of anatomical and physiological development. Age is also the length of time you live or exist (since you were born or held) [17].

Table 1. It is data processed from primary research data, then sorted by age group and number of informants. The table shows that the largest number of informants is 16 informants, or 84.21%, with the largest female gender aged between 18-30 years, while

the largest number of male informants is between 46-59 years old, with the number of respondents as many as two people or 33.33%. This shows that the majority of workers at UKOT in Cilacap Regency are women with a productive age of 18-30 years.

Table 1. Age and gender of the informant

Age (within the year)		Gender		Total
		Man	Woman	
18-30	People	0	16	16
	Percentage	0.00%	100.00%	84.21%
31-45	People	1	0	1
	Percentage	33.33%	0.00%	5.26%
46-59	Human	2	0	2
	Percentage	66.67%	0.00%	10.53%
>59	Human	0	0	0
	Percentage	0.00%	0.00%	0.00%
Total	Human	3	16	19
	Percentage	15.79%	84.21%	100.00%

From the perspective of Human Resources, age is a factor that needs to be considered in an employee who works for a company because employees of productive age will be better able to carry out activities optimally to achieve the goals desired by the company [18]. Age is a form of human capital [19]. Where, age is one of the factors that influences both the performance and organizational commitment of an employee in the organization.

Table 2 illustrates that of the 19 informants in UKOT in Cilacap Regency, it was found that nine informants took high school education (47.37%). The number of informants with S1 education with the most age in the range of 18-30 years is seven informants, and at least three informants with D3 education level.

Table 2. Education level of informant

Age (within the year)		Education			Total
		SMA	D3	S1	
18-30	People	8	3	5	16
	Percentage	88.89%	100.00%	71.43%	84.21%
31-45	People	0	0	1	1
	Percentage	0.00%	0.00%	14.29%	5.26%
46-59	Human	1	0	1	2
	Percentage	11.11%	0.00%	14.29%	10.53%
>59	Human	0	0	0	0
	Percentage	0.00%	0.00%	0.00%	0.00%
Total	Human	9	3	7	19
	Percentage	47.37%	15.79%	36.84%	100.00%

Education is a teaching and learning process activity whose educational system is different and changing from one society to another. The definition of education according to the Indonesian Dictionary is as follows: "Education is the process of changing the attitude and behavior of a person or group of people in an effort to mature human beings through teaching and training efforts". The level of education will change attitudes and ways of thinking for the better. Also, a high level of awareness will give a higher awareness of a person, especially employees, and make it easier for self-

development with a higher level of education, the employee will get greater authority and responsibility in the company where they work. In general, the level of education greatly affects the level of productivity of the workforce because people with higher education have more knowledge to improve their performance [20].

The Central Statistics Agency of Central Java Province in 2023 stated that school participation tends to decline along with the higher level of education or the higher school age group. A high participation gap can be seen between primary/secondary education levels and universities. This shows that the access to education of the population is still low, there are still many residents who have not had the opportunity to receive education at the university level.

Table 3 explains that the largest number of informants were ten informants, or 90.91%, in the Low Management line, with the most working period of 1-5 years, followed by the Middle Management position of 4 informants (80%), with the most working period of 1-5 years, and three informants in Top Management. The interviewed informants occupy various lines and with diverse working periods. This shows that the data obtained will be more valid because the informant knows the operations and development of UKOT. In detail, the data on the working period and the line of informants working at UKOT Cilacap Regency can be seen in Table 3.

Table 3. Working period and informant line

Work Experience (in years)		Education			Total
		Top	Middle	Low	
< 1 year	People	0	1	0	1
	Percentage	0.00%	20.00%	0.00%	5.26%
1-5	People	1	4	13	17
	Percentage	33.33%	80.00%	92.86%	89.47%
> 5	Human	2	0	1	1
	Percentage	66.67%	0.00%	7.14%	5.26%
Total	Human	3	5	14	19
	Percentage	15.79%	26.32%	73.68%	100.00%

The working period based on the definition of [21] is defined as the total time an employee works for an agency. The working period is related to the employee as a length (number of years) for the employee to serve the institution. The working period can affect performance both positively and negatively. The length of a person's working time is seen from the time he starts working or when he starts to work by knowing the twists and turns of his work with the various obstacles faced, so that a person who has experience will have seasoned professionals, namely having experience at the senior management level and being tested for their toughness and capabilities.

The working period can describe a person's experience in mastering their field of work. In general, workers with a lot of work experience do not need guidance compared to workers with little work experience. Some of the factors that affect the length of work include job satisfaction, work environment stress, career development, and compensation for work results [17].

Description of interview results

The view of conflict, according to the chairman of GP Jamu Central Java stated, “Yes, indeed conflicts can arise not only in the industry, it also exists in an organization, that conflicts are not all bad or bad but there are good too. In my opinion, it depends on our response, so if we respond to problems or conflicts with all the negative ones, it will be seen negatively, but if we respond with positive ones, conflicts can also increase our growth in maturity, so it depends on our response in responding to conflicts.” Likewise, what the Informant (R1) said was, “Conflict is not a bad thing and is not necessary.” This is by the Human Relations View of [22] said that conflict in organizations is something that cannot be avoided and will always be inherent in human relationships. This view states that we need to manage conflicts so that they do not harm the organization or even if they can benefit the organization. Conflict is not always detrimental but can also be beneficial in the long run. Conflicts within the organization are inevitable, and their existence can clarify problems, reveal the organization’s shortcomings, provide solutions to weaknesses, and lead to organizational goals [23].

Based on the results of research that has been carried out through interviews, observations and literature reviews, the results of the factors causing conflicts are as follows:

Communication

Communication is a way that is done when a person interacts with others. If Communication is not established properly, of course, it will cause a problem, and trigger conflicts.

The results of the analysis of the factors causing communication conflicts were obtained data that stated Communication as a factor causing conflicts. The communication factor is the biggest factor as the cause of conflict; this is because the Communication carried out still tends to be one-way. The absence of openness causes information that should be obtained by a person to not arrive and is only known by certain people. In terms of Communication, 29.41% of informants stated that the communication factor was the main factor causing conflicts, which means that Communication was a factor causing conflicts in UKOT in Banyumas Regency, Cilacap Regency and Kebumen Regency.

The following is an explanation from the informant (R1), who stated, “In the industry, it turns out that the conflict is a problem related to CPOTB, it’s difficult, UKOT must be stage 1, the owner sometimes disagrees, now sometimes there is a conflict between the person in charge of the industry and the owner. Then finally the owner socialized.” The need for Communication is carried out either from the owner of the UKOT, the Pharmacist in Charge or with the employees in it, so that problems related to the fulfillment of UKOT permits do not cause conflicts and can be overcome properly. The informant (R1 and R9) also added, “Communication that is not appropriate and information that is not informative. Miss communication is the most like that because there are few employees as well” This is also reinforced by the statements of the

informants (R2, R3, and R6), “There are conflicts, such as Communication, differences of opinion, emotionally different so that sparks arise. The cause is more because there are some employees who miss Communication so that sometimes information is not conveyed correctly”, the statement of the informant (R5, R9 and R19), “Sometimes miss communication, ma’am.” and the statement of the informant (R7 and R11), “So there is communication and there is a factor of information that is not conveyed, there is a miss communication there.”

[24] stated that in doing their work, there are occasional conflicts between employees due to misunderstandings between employees at work, so that it can slow down in completing tasks. Regarding Communication, the informant (R13 and R14) stated, “For internal conflicts, there have been conflicts, conflicts between employees after that turned out to be missed Communication. There is a miscommunication whose impact is personal, so the relationship between me and the person who miscommunicates the relationship becomes tenuous.” The informant (R19 and R4) said, “For example, the QC has made a plan, but the field people are different like that; it is not appropriate. These conflicts also have problems because of missed Communication, what is not suitable, failures in production, and many things” Likewise the statement of the Informant (R12, R15, and R18), “I once did it myself, so for example, the change in aspects from the boss directly here passes directly to the top so that the bottom does not know anything. Often, in the marketing and production department, marketing is natural; it means giving impromptu output, so the production department has to change the schedule. For example, my part is the production part, but when it is delivered, for example, it is late to deliver, it is not my part, because I don’t understand the flow. If I have a direct production order and ask when I want it to be delivered, I will adjust the production when it must be completed.”

Communication is one of the aspects that is often a source of conflict. The conflicts that occur always stem from people and their behavior, in addition to organizational structure and Communication. Miscommunication or misperception of friends. When a conflict arises in an organization, the cause is always identified as poor Communication; similarly, when a bad decision is made, ineffective Communication is always a scapegoat. Poor Communication, in the sense that Communication that causes misunderstandings between the parties involved can be a source of conflict. The lack of effectiveness of the communication process will create misunderstandings and result in disputes or cause conflicts. Communication is one of the variables that greatly affects the progress of an organization [12,24–29].

Lack of cooperation

Information from the Informant (R3) stated, that “Yes, if here there are almost no company conflicts, in fact, the conflicts that have occurred are the decline of goods from raw material producers, now the big car weighs 20 or 30 kilos, 1 person is upset, no one helps, so there are those who want to be upset, those who are ordered are upset.” Likewise, the expression of the Informant (R7), “For example, if the production

department encounters a product that does not meet the standards, the marketing department will complain to the production department. Originally there was a conflict because of differences. The products in CV consist of two parts, namely production and packaging. The production department claims that the product is good, but the production department does not interact with sellers, agents or consumers. Then the first complaint will go to the marketing department and production must follow.” This shows the lack of cooperation carried out by the workers in the UKOT.

Goals will be constrained due to the lack of cooperation between team members. Conflicts usually occur when two members of an organization cannot cooperate because of hostility between them (a destructive emotional conflict) or when the members of a committee are unable to act, because they cannot reach a consensus on the group’s goals [29].

Different characteristics or differences in personal values

The causes of conflict in organizations are individual differences, which include differences in stance and feelings. Individual differences in stances, feelings, and values between individuals can be a source of conflict. Conflicts between individuals in the same organization, which are often caused by personality differences. Differences in cultural backgrounds form different individuals [30–32].

The statements submitted by the informants (R1, R4, R3, R9, and R16) show that different characteristics or differences in personal values are factors causing conflicts, where “A person’s personality is different or different or feels that a high position causes conflict, in terms of personality may be easy to emotion. Sometimes, there are characters who don’t like teamwork and prefer to work alone, maybe at different speeds. Usually, because the character of the person is different, some are used to the hard one, and some are just relaxed but will be practised later. Well, that’s where maybe the loud ones talk to the relaxed ones, the relaxed responses, you know, just talk like that. There are also employees who do not use clothes that are in accordance with BPOM regulations. Employees who are cloudy about the world of medicine, yes, we have to be like that.”

Unpredictable policies

“Well, the policies or regulations are volatile below, and then how UKOT each applies government policies causes turmoil between owners and responsible persons. UKOT works in accordance with the auspices of BPOM or CPOTB, so we have to educate or teach employees how to sanitize hygienically.” said the Informant (R1 and R16). The informants (R14 and R5) stated, “We want to extend the permit once we have to submit an ancient record; it’s difficult. There are many things that we think about. Continuing from the management, production, and licensing with BPOM, there will also be a conflict; in our opinion, this is true according to the procedure, but I want BPOM to be in accordance with BPOM procedures. So, we just follow.”

Policies are the result of a series of discussions involving political will and goals that the elites concerned want to achieve [33]. Regulations often create conflicts, both internal conflicts between regulations and external conflicts involving government institutions and society [34].

Role conflicts

The factors that affect defining dual role conflict are time division, exposure to work stressors (job demands or overload of work role conflicts, job role ambiguity, or dissatisfaction), job characteristics (cooperation, sense of security at work), social support from superiors and colleagues, workplace characteristics. Too many tasks will make employees have to work overtime, or many tasks out of town will make employees spend more time on work and to be on the road [35]. This is reinforced by the statement of the Informant (R1, R3, and R19) which stated that, "There is also a conflict because there is an ambiguity between work and authority. We are adopting the work of all employees or partners, it is an obligation to be able to complete everything, even if it is not their job, so everything is connected. The Mba is the job here, it can happen that the job is not done. Yes, it will be replaced by another part, but it is not a problem because it has been coordinated."

The informant (R10) also stated, "If there is a conflict in production, usually the production person every Saturday I am asked to request goods from the warehouses out there, then I recap, then I give it to the production room every Saturday, now from the production person himself has scheduled his work for this, so we try to roll with the intention of alternative, for example, if the A does not come in can replace. The problem is that there is no problem if it can still be replaced, but, if there is more production and no one will replace it, there will be employees who are forced to double work." Superiors increase the workload of employees, so that the employee feels burdened and can slow down the goals of the agency [24].

There are several things that can affect performance, such as dual role conflicts, workload, and emotional exhaustion. If a person feels incapable of managing and balancing his responsibilities to fulfill the two roles he or she is carrying. The impact of the conflict varies, including creating anxiety, frustration, tension, or hostility. Ongoing dual role conflicts can lead to an increased workload and emotional exhaustion, which can interfere with employee performance [36].

Perceptual conflict

"The UKOT boss has no experience in changing the person in charge automatically, we don't know at the beginning, like we can't fit in, so the work is piled up," the informant (R17) argued. Another thing was informed by the Informant (R12) who stated, "If the request, for example, 10,000 bottles, turns out to be unproduced, I ask if all have been fulfilled or not? Why? It turns out that the investigation has not been completed, I also asked why the label has not been completed? It turns out that because it has just moved from one printing house to another, so in the past, there were 2 printing companies to

Bogor and the same to Gandrung, yes, some kind of broker continued to push it to Jogja and Solo.”

Such conditions are in accordance with [22] 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.

Gap

“That’s a lot, especially in UKOT which has implemented phase 1 is already established that there will be more conflicts because of what, because maybe not every production day, maybe not every weekday, there are UKOT that have been registered with a permit but sometimes only 3 times a week according to the PO. Well, there are many conflicts where employees sometimes protest about salaries.” Said the Informant (R1) regarding the gap that occurred. The matter related to the issue of salary or remuneration was also conveyed by the Informant (R1 and R14), who stated, “One of the factors that cause conflicts is the demands of employees that are sometimes not met, for example salary increases that cause a few problems. I have been wondering, it turns out that the 3 or 2 working days are the problem of salary funds, it is a conflict, and finally the fuss keeps coming out and looking for it again confused.” Coupled with information from the Informant (R13), where “It has happened in the executor to compare the rewards in the part of the ordinary operator and the machine operator.”

Wage discrimination in the workplace can trigger interpersonal conflicts and lower work morale. Conflicts between work and family caused by low salaries can increase work stress and turnover intention. Absence or delay in payment of salaries is one of the main factors that trigger conflicts in the workplace [37,38].

Communication is the main cause of conflict, social conflicts color communication in all aspects of human interaction and social structures, even to open disputes, such as wars, revolutions, strikes, and resistance movements. Communication can be a trigger for conflict, but communication can also be a fortress to prevent conflict from occurring [34]. Several solutions are needed to overcome communication problems that can help resolve conflicts, namely:

1. Awareness and willingness to resolve conflicts. Both parties must be aware that conflicts need to be resolved and be willing to communicate openly and honestly.
2. Open and honest Communication. Make sure all parties focus on the problem at hand, not attacking personally. Honest and open Communication can help understand each other’s perspectives and find solutions together¹.
3. Active listening. Apply active listening skills, such as giving full attention, repeating what the other person is saying, and showing empathy.
4. Avoid negative Communication. Negative communication, such as personal attacks or insults, can exacerbate conflicts. Instead, use neutral and easy-to-understand language.

5. Use the right body language. Pay attention to the body language and voice intonation used, as messages that don't match the voice and body language can cause frustration and confusion.
6. Appreciate differences. Respecting cultural differences, opinions, and values between parties can help reduce tensions and accelerate conflict resolution.
7. Acknowledge and accept solutions. After the conflict is discussed, all parties must accept a mutually agreed solution and not hold a grudge.

By implementing these solutions, conflicts caused by communication problems can be resolved more effectively and relationships between parties can be improved.

Conclusion

From the results of the study, it can be concluded that the most important factors causing conflict in this study are communication factors, then lack of cooperation, different characteristics or differences in personal values, unpredictable policies, role conflicts, perception conflicts, and gaps. The results of the identification of the factors causing the conflict can be the basis in a company or institution, especially in UKOT in other districts or the community in general to be able to find a solution with good mediation.

Conflicts are beneficial if the existence of conflicts is able to move all production factors in the organization, in this case it has an impact on the work ethic of employees towards increasing work productivity. The positive impact felt by the existence of conflict is as a lesson in formulating a policy to prevent and resolve it, thereby minimizing the losses that will be caused in the future. Positive impacts will increase the effectiveness and efficiency of organizational goals. Conflict can have a positive influence on improving employee performance.

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