ANALYSIS OF *BALE MEDIASI* IN SETTLEMENT OF SOCIAL CONFLICT IN LOCAL GOVERNMENT

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ARTICLE INFO	ABSTRACT
Article History: received revised accepted **Keywords:** Effectiveness; Bale Mediasi; Social Conflict Handling	Research uses a qualitative research approach. Research informants of 10 people were determined by the snow ball technique. Secondary data collection using library research; Primary data collection using interview and observation techniques. Data analysis uses descriptive analysis which was developed with the analysis of the triangulation of bystanders. A new concept to enhance the role of Bale Mediasi in resolving social conflicts was found by the Bale Mediasi Model called "MAMIQ" (Motivation, Ability, Method, Innovation, and Quality). This model is expected to increase the effectiveness of social conflict resolution in the midst of society which is divided into three categories of approaches, namely human relations, achievement, and motivation. In terms of human relations, the model developed is to build human relations, achievement increases achievement through a spirit of togetherness and motivation, a strong desire to make Bale Mediasi a mediation institution that is trusted by the public. This is what underlies the discovery of a new model that can be called the "MAMIQ" Model (Motivation, Ability, Method, Innovation, and Quality).

INTRODUCTION

Conflicts that often occur in the midst of society not only cause casualties or property, but can also hamper the development process. A prolonged conflict without being accompanied by a comprehensive resolution effort can disrupt people's lives to create prolonged misery. Conflict is something that can not be avoided in a life together (James P. Spradley and David W. Mc Curdy, 1987: 11), occur in various forms such as interpersonal conflicts, between families, between groups and so forth. Conflict is not a stand-alone event, but the end of several events that cannot be resolved properly due to communication barriers in each of these series of events. This is where mediation efforts are needed to break the communication deadlock. One of

the government's efforts in overcoming social conflict by building complete communication is the issuance of Supreme Court Regulation No. 1 of 2016 concerning Mediation Procedures in the Court. Following this policy, the Government of West Nusa Tenggara Province has issued West Nusa Tenggara Governor Regulation No. 38 of 2015 concerning Bale Mediasi and Regional Regulation of West Nusa Tenggara Province No. 9 of 2018 concerning Bale Mediasi. Bale Mediasi is an institution that carries out the fostering and coordination functions in conducting mediation in the community in accordance with local wisdom. The establishment of Bale Mediasi is expected to be able to revive the principles of the Sasak indigenous people in resolving disputes peacefully

without the terms "losing" or "winning", but must lead to peace that is resolved by consensus agreement.

To what extent is Bale Mediasi able to resolve social conflicts so that they can become partners with the Court in resolving social conflicts? The research entitled "Bale Mediasi Analysis in Social Conflict Resolution in Sintung Village, Pringgarata District and Aiq Dareq Village, Batukliang District, Central Lombok Regency" will provide a factual description of the current condition of Bale Mediasi with three problem formulations, namely (1) How the effectiveness of Bale Mediation in resolving Bale Mediasi social conflict in Sintung Village, Pringgarata District and Aiq Dareq Village Batukliang District Central Lombok Regency West Nusa Tenggara Province?, (2) What are the supporting and inhibiting factors in resolving social conflicts in Sintung Village, Pringgarata District and Aiq Dareq Village Batukliang District Lombok Regency Central of West Nusa Tenggara Province?, and (3) What is the Bale Mediasi model that is effective in resolving social conflicts going forward?

METHOD

Research uses a qualitative research approach. Research informants of 10 people were determined by the snow ball technique. In addition, secondary data collection uses library research; Primary data collection using interview and observation techniques. Data analysis used descriptive analysis which was developed by the observer triangulation method. Although identical or the same as traditional institutions that prioritize local wisdom in carrying out their duties and functions, Bale Mediasi is a partner of the Village Head so that it is inseparable from the community's perception of the implementation of village government which is known from the answers to the questionnaire given to 30 respondents.

RESULT AND DISCUSSION

From the analysis of the effectiveness of Bale Mediasi analysis in resolving social conflicts, it can be seen that Bale Mediasi both in Sintung Village, Pringgarata District and Aiq Dareq Village, Batuklian Subdistrict, Central Lombok Regency have clearly made mediation efforts in resolving social conflicts. This conclusion was obtained after analyzing the 7 (seven) dimensions of effectiveness according to James L. Gibson, but the handling of social conflicts conducted by Bale Mediasi cannot be said to be optimal or effective with several arguments that can be stated as follows:

1. **Clarity of purpose**; Bale Mediasi does not have a long-term design concept that can be used as the direction of planning and strategic achievement of goals and objectives. In this context, although the informant stated that many cases of disputes or conflicts have been handled by Bale Mediation, it cannot be justified as an effective measure because Bale Mediasi does not yet have a target in the form of a percentage of cases that must be handled annually.

2. **Clarity of Strategy to achieve goals**; Bale Mediasi has not set a strategy in setting objectives that can be obtained based on the strategic environment. Most Bale Mediasi personnel do not understand the strategic concept in achieving their goals because there is no guidebook for the mediation of Bale Mediasi.

3. **Clarity of Policy Formulation**; Bale Mediation has not yet determined the formulation of program policies and planning documents as befits an organization engaged in improving the welfare services of rural communities which involves the role of cultural leaders, community leaders, religious leaders, youth leaders and women leaders.

4. **Careful planning**: Bale Mediasi does not yet have a program and activity planning document that is produced

from the results of deliberations with stakeholders in the village so that Bale Mediasi activities are not carried out effectively due to budget constraints. The fact is that Bale Mediasi only relies on a budget from the Village Fund Allocation that is inadequate.

5. **Preparation of the program**; Bale Mediasi in compiling programs has not been based on strategic studies related to the increasingly dynamic social conditions of the community. Another fact is that Bale Mediasi has not yet prepared the Standard Operating Procedure (SOP) as the standard for program preparation.

6. **Availability of facilities and infrastructure**; Bale Mediasi does not yet have adequate facilities and infrastructure to support the resolution of social conflicts in terms of both quantity and quality. This is important in order to optimize the role of Bale Mediasi in resolving social conflicts.

7. **Control Oversight**: Bale Mediasi has not established an internal and external supervision system that supports the mediation process and supervises the results of the mediation agreement.

After knowing the effectiveness of Bale Mediasi in resolving social conflicts in Sintung Village and Aiq Dareq Village, a study of supporting and inhibiting factors in the resolution of social conflicts in the village is then conducted using ASOCA analysis which can also determine the strategic steps that must be taken to improve Bale Mediasi's effectiveness in resolving social conflicts in the village. ASOCA analysis according to Suradinata (2015: 32) is by paying attention to internal and external environmental factors. Internal environment is all conditions that come from within the organization that can be used as abilities, strengths and intelligence. The external environment is an external factor that can influence the choice of direction and actions of an organization and influences the organizational structure and internal processes. Analysis of the external environment as an external audit that is useful to reveal the opportunities faced by the organization so that leaders can formulate strategies to take advantage of opportunities and avoid or reduce the impact of threats in the form of opportunities and culture. Internal factors that are factually described in the field are (1) Organizational and Management Capabilities, (2) Planning Systems, (3) Human Resources, (4) Funding and Budget Sources, and (5) Leadership While external factors are (1)) politics, (2) economics, (3) culture, (4) Regulation, and (5) Technology.

Based on the results of interviews and observations in the field, it was found that the five dimensions of each internal factor and external factors above produced the following strategic issues :

Internal Factors;	External Factors;
ABILITY	*OPPORTUNITY*
1. Leadership Chair of Bale Mediasi through an organizational approach in the form of authority and prevailing norms	1. Support from the Central and Provincial Governments
2. The leadership of Bale Mediasi Chair through social approaches in the form of concern and empathy for every problem faced by the community	2. Domestic political stability
3. The leadership of Bale Mediasi Chair through a nature approach in the form of patience in dealing with every problem	3. Advances in technology and information
4. The leadership of Bale Mediasi Chair through a behavioral approach in the form of giving instructions to the mediator in resolving disputes	4. Community participation and support
5. Bale Mediation Chair leadership through a situational approach in the form of giving a role to the hamlet head, support and clear instructions in resolving conflicts	5. The development of information and communication networks
6. The Village Head must settle disputes / conflicts in the village	6. There is an adequate information

	system
7. Utilization of the budget and transparency and accountability	7. Mediator personnel development planning

STRENGHT

1. Regional economic conditions
2. APBDes Budget for Village Community Development Sub-Sector for Peace, Order and Community Protection
3. There is support from the community
4. Bale Mediation organizational structure
5. Figureof a village head as a mediator
6. Ability to solve problems or disputes
7. The quality of education of Bale Mediasi's personnel

CULTURE

1. The culture of "Saling"society and "Sesenggak"
2. Culture of discipline, hard work, responsibility and innovation
3. The culture of religious Sasak people
4. The local wisdom of Sasak tribe does not want the decision to win and lose in dispute resolution
5. Mutual cooperation culture
6. Shifting cultural values

AGILITY

1. Take advantage of technological advances
2. The mediator is not yet certified
3. Empathy
4. Self-motivation

The analysis of strategic issues will be clarified with a strategy based on finding data through the ASOCA technique that elaborates the strengths and weaknesses of internal environmental factors and identifies opportunities and threats originating from the external environment in order to increase the effectiveness of Bale Mediasi in handling social conflicts in Aiq Dareq Village and Sintung Village. The results in the form of Strategic AGO (Agality - Opportunity), ABO (Ability - Opportunity), SO (Strength - Opportunity), ABC (Ability - Culture), SC (Strength - Culture), and AGC (Agality - Culture) can be seen in the matrix ASOCA as follows:

External Factor \ Internal Factor	OPPORTUNITY	CULTURE
ABILITY	STRATEGI ABO	STRATEGI ABC
STRENGHT	STRATEGI SO	STRATEGI SC
AGILITY	STRATEGI AGO	STRATEGI AGC

ABO STRATEGY:

1. Maintaining the ability to lead through an organizational approach in the form of authority and prevailing norms by utilizing support from the central and provincial governments (AB 1,2,3,4,5; O1)
2. Increasing efforts to resolve conflicts through organizational, nature, behavior and situational approaches by utilizing technological and information advancements. (AB 1,2,3,4,5; O3)
3. Increasing cooperation with village heads in the context of capacity building for Mediator Bale Mediation personnel (AB 6 ; O7)
4. Utilization of the budget in improving the management of information and communication systems (AB7; O6)

5. Strengthening the ability to lead in dispute/conflict resolution through social approaches by encouraging community participation and support (AB 1,2,3,4,5: O4)

SO STRATEGY:
1. Utilizing local economic conditions in increasing community participation in dispute / conflict resolution (S1: O4)
2. Optimizing APBDes budget in order to support Mediator personnel certification (S2: O7)
3. Increasing effectiveness in resolving disputes by getting support from the community and government (S3, O1)
4. Optimizing the capabilities of Bale Mediasi personnel in utilizing the development of information and communication networks (S7; O5)
5. Optimizing the value of mediator figures in conducting mediation to maintain conditions of domestic political stability (S5; O2)

AGO STRATEGY:
1. Sending mediators following the mediator training through central and / or provincial government support (AG2: O1)
2. Optimizing the work of mediators not yet certified by optimizing community support (AG2: O4)
3. Increase self-motivation to study the development of information and communication networks (AG4: O5)
4. Utilizing technological advances with adequate information systems to improve the effectiveness of conflict / dispute resolution (AG1: O6)

ABC STRATEGY
1. Increasing social harmony with the ability to lead through social approaches to foster mutual respect in the midst of society. (AB 1,2,3,4,5: C1)
2. Providing role models through the nature and behavior approach to the community to align cultural values (AB 1,2,3,4,5: C6)

3. Improve the ability of mediation in dispute resolution with a religious approach (AB 1,2,3,4,5: C3)
4. The use of budgets transparently and accountably to encourage community participation in various activities (AB7: C5)
5. Increasing the effectiveness of Bale Mediasi in resolving disputes by adhering to the principles of local wisdom of Sasak tribe who do not want the victory to lose decision.

SC STRATEGY:
1. Optimizing support from the community with a "*saling*" community and "*Sesenggak*" cultural approach. (S3: C1)
2. Strengthening the organizational structure by creating programs based on mutual cooperation (S4: C5)
3. Increasing the ability of mediation through religious approaches (S6: C3)
4. Optimizing the ability of Bale Mediasi personnel to overcome shifting cultural values (S7: C6)
5. Strengthening figures by optimizing the role of village chief in various cultural events (S5: C1,2,3,4,5)

AGC STRATEGY:
1. Optimizing the use of technological advances for socialization in order to prevent shifting cultural values (AG1: C6)
2. Utilizing the potential of self which is integrated with the culture of the community to improve the effectiveness of conflict or dispute resolution (AG1,3,4: C1,2,3,4,5)
3. Increase empathy for shifting cultural values (AG3: C6)

From the results of the ASOCA analysis found supporting and inhibiting factors faced by Bale Mediasi in resolving social conflicts in Sintung Village, Pringgarata District and Aiq Dareq Village, Batukliang District, Central Lombok Regency as follows:

1. Supporting Factors
   a. The existence of national and regional regulations or policies, namely Law Number 16 of 2014 concerning Villages, Supreme Court Regulation Number 1 of 2016 concerning Mediation Procedures in the Court, West Nusa Tenggara Province Regional Regulation Number 19 of 2018 concerning Bale Mediasi, and Regulation of the Governor of West Nusa Tenggara Number 18 of 2015 concerning Bale Mediasi.
   b. Culture, customs, values of local wisdom.
      - The principles of life of the Sasak tribe are "TINDIH, MALI" and MERANG. TINDIH means not being arrogant, humble and obeying the norms. MALI 'means never violating the prevailing religious or customary norms. MERANG means dynamic, innovative, creative including being ready to defend oneself if their dignity and dignity are trampled on by others.
      - - The existence of Sesengak or the noble expression of the life of the Sasak people who prioritize the values of peace and respect for differences in social life. Aiq meneng, tilah tilah, empaq smell, (water remains clear, lotus remains intact, fish can be caught), the meaning is that in overcoming and resolving a dispute, efforts are made to keep the atmosphere calm, the community does not panic, the community environment is not disturbed, problems or the dispute is resolved peacefully
   c. Conditions for regional security and stability that are quite conducive: Synergy between the central, regional and village governments which prioritizes the field of security and public order is a significant supporting factor in preventing social conflicts. Specifically in Central Lombok District there is an agency that helps the government maintain the security and order of the community through Central Lombok District Regulation Number 20 Year 2016 concerning the Establishment of the Village Security Agency. Besides that, there is a strong synergy between the stakeholders of the policy makers namely the Village Head, Babinkamtibmas (Police), and Babinsa (TNI-AD) which is supported by community social institutions (LMD, Religious Leaders, Master Teachers, Cultural Leaders, and Traditional Leaders)
   d. Community economic growth; the rapid development of tourism in Central Lombok Regency encourages economic growth in all sectors which has a positive impact on the availability of employment opportunities which directly reduces unemployment and increases people's income. Besides that, there is a policy support from Central Lombok Regency Government which is oriented towards economic growth in the village, which is marked by the formation of Village Owned Enterprises (BUMDes), Creative Economy Empowerment Group based on processing of agricultural products, livestock, fisheries, and tourism

2. Obstacle Factor
   a. Minimum capacity of human resources: Bale Mediasi does not yet have a certified Mediator as mentioned in Supreme Court Regulation No. 1 of 2016, and administrative staff. The hamlet heads who served as mediators had an average educational background of only high school graduates or equivalent.
   b. Inadequate infrastructure facilities; The infrastructure owned by Bale

Mediasi at the moment both in Sintung Village and Aiq Dareq Village is very inadequate. Currently using the Village Office as a secretariat and work facilities are still using the personal property of the management

c. Limited budget; The only budget source for Bale Mediasi is the APBDes from the types of expenditure in the Field of Village Community Development for Peace, Order, and Community Protection, and the amount is still very minimal.

Formulation of Strategic Issues to Increase Effectiveness of Bale Mediasi in Aiq Dareq Village and Sintung Village, Central Lombok Regency

After determining 27 (twenty seven) strategic issues and supporting factors and inhibiting factors based on an analysis of the external environment and internal environment using ASOCA analysis, five strategic issues were then selected using the Litmus Test. These issues can be used as a series of strategies that can be determined in order to increase the effectiveness of Bale Mediation in resolving social conflicts in Aiq Dareq Village and Sintung Village, namely AB-O strategy, SO strategy, AG-O strategy, AB-C strategy, SC strategy , and AG-C strategy. The five strategic issues can be formulated as follows:

1. Maintaining the ability to lead through an organizational approach in the form of authority and prevailing norms by utilizing support from the central and provincial governments
2. Optimizing the work of mediators not yet certified by optimizing community support
3. Utilizing the potential of self that is integrated with the culture of the community to increase the effectiveness of conflict or / dispute resolution
4. Optimizing support from the community with a cultural approach of "mutual" community and "at least"

5. Optimizing the APBDes budget in order to support the certification of Mediator and Infrastructure Procurement personnel.

The effective "Bale Mediasi" model in resolving social conflicts in Sintung Village, Pringgarata District and Aiq Dareq Village

Starting from the condition of Bale Mediasi in resolving social conflicts as described above, the following analysis results are obtained:

1. Lack of human resource capacity for both Mediators and administration staff is a significant limiting factor in efforts to increase Bale Mediation capacity in resolving social conflicts.

This problem arises because of the lack of motivation of a Village Head to take advantage of all the opportunities that exist. UU no. 16 of 2014 concerning villages requires village heads to resolve conflicts and Supreme Court regulation number 1 of 2016 concerning Mediation Procedures in the Court provides mediation space outside the court with the result that the agreement can be determined by the Court as a decision that has permanent legal force (inkracht van gewijsde). In addition, another opportunity is the NTB Provincial Government policy related to the formation of Bale Mediation, but the Village Head does not yet have sufficient intelligence to follow up on these opportunities to improve village security development.

2. The problem of the lack of infrastructure owned by Bale Mediation becomes an obstacle in efforts to resolve disputes so that an appropriate method is needed to overcome this problem. The development of appropriate methods is inseparable from the innovation capabilities of Bale Mediation personnel.

3. Budget constraints are a classic problem for any organization that has not yet been established, such as Bale

Mediation, which is based on the results of the analysis found to be ineffective in resolving social conflicts in Sintung Village, Pringgarata District and Aiq Dareq Village, Batukliang District, Central Lombok Regency. With the problem of budget limitations, the Mediation Bale must be able to maintain the quality (quality) of the agreement by maintaining neutrality so that in the end will generate high public trust in Bale Mediation.

Based on the description above can be made a Bale Mediasi Model that is effective in resolving social conflicts with various obstacles and opportunities under the name Bale Mediasi "MAMIQ"
Motivation (M) is defined as the spirit of Bale Mediation leaders and all community components in the village to make Bale Mediation a professional mediation institution as a court partner. While **Ability (A)** is the main requirement towards an organization that can be trusted by the community in resolving social conflicts, **the Method (M)** as an emphasis on a system that is considered effective is to promote culture that contains noble values as local wisdom that upholds the values of mutual cooperation and togetherness to instill a sense of mutual cooperation the same boat Further Innovation is needed in order to anticipate the dynamic conditions of society as information, communication and transportation technology advances. Finally, **Quality (Q)** becomes the main principle in reaching a neutral, impartial decision so that it gives satisfaction which in turn leads to trust (trust) towards Bale Mediation.
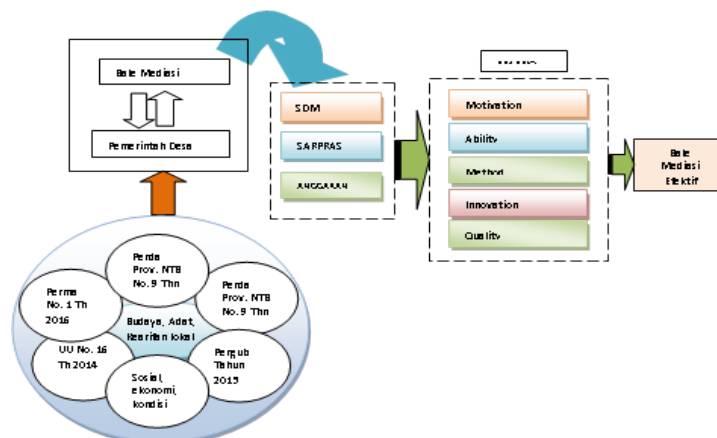
Schematic Effective Bale Mediation Model "MAMIQ"

CLOSING
1. Based on the discussion using James L. Gibson's effectiveness theory, it was found that Bale Mediation could not be said to be optimal or effective in resolving social conflicts in the village caused by:
   a. Clarity of purpose; Bale Mediation does not have a long-term design concept that can be used as the direction of planning and strategic achievement of goals and objectives.
   b. Clarity Strategies achieve goals; Bale mediation has not set a strategy in setting objectives that can be obtained based on the strategic environment.
   c. Clarity of Policy Formulation; Bale Mediation has not yet determined the formulation of program policies and planning documents as befits an organization engaged in improving the welfare services of rural communities which involves the role of cultural leaders, community

leaders, religious leaders, youth leaders and women leaders.

d. Careful planning: Bale Mediation does not yet have a program and activity planning document that is produced from the results of deliberations with stakeholders in the village so that Bale Mediation activities are not carried out effectively due to budget constraints.

e. Programming; Bale Mediation in compiling programs has not been based on strategic studies related to the increasingly dynamic social conditions of the community. Another fact is that Bale Mediation has not yet prepared the Standard Operating Procedure (SOP) as the standard for program preparation.

f. Availability of facilities and infrastructure; Bele Mediation does not yet have adequate facilities and infrastructure to support the resolution of social conflicts in terms of both quantity and quality.

g. Control Oversight: Mediation Bale has not yet established an internal and external supervision system that supports the mediation process and oversees the mediation agreement results

2. Several factors supporting Bale Mediation in resolving social conflicts

a. There are national or regional regulations or policies, namely Law Number 16 of 2014 concerning Villages, Supreme Court Regulation Number 1 of 2016 concerning Mediation Procedures in the Court, West Nusa Tenggara Province Regional Regulation Number 19 of 2018 concerning Bale Mediation, and Regulation of the Governor of West Nusa Tenggara Number 18 of 2015 concerning Bale Mediation.

b. Culture, customs and values of local wisdom that uphold peace.

c. The conditions for security and stability of the region are quite conducive:

d. The economic growth of the people of Central Lombok Regency is increasing.

3. Several factors supporting Bale Mediation in resolving social conflicts

a. The lack of elementary capacity,

b. Infrastructure facilities that are less supportive, and

c. Limited budget.

4. In increasing the effectiveness of Bale Mediasi a Model called "MAMIQ" is created (M = Motivation, A = Ability, M = Method, I = Innovation, and Q = Quality)

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