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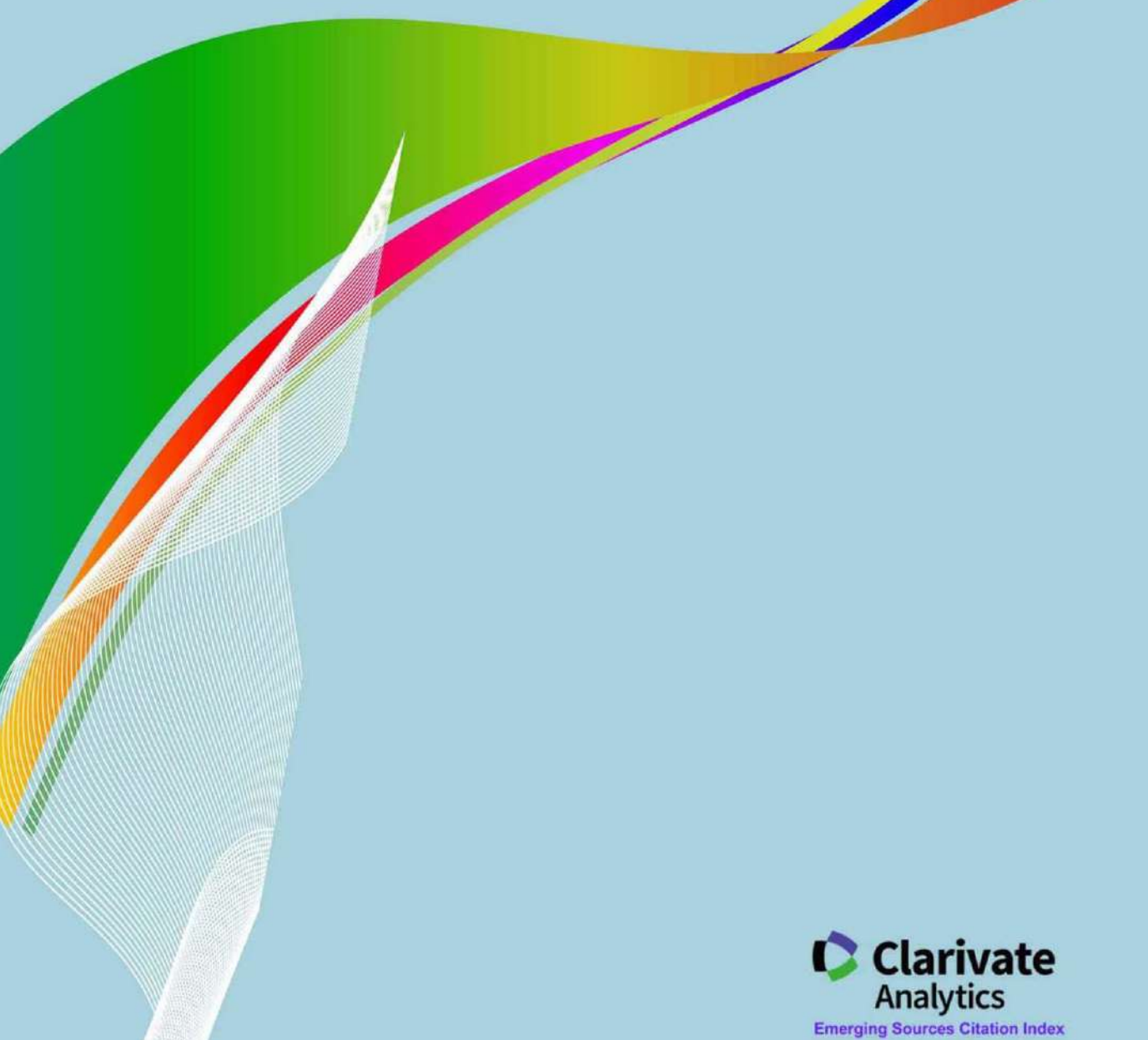
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**Conflict Resolution in the Performance of Collaborative Governance:
A Systematic Literature Review**

Cahyoko Edi Tando¹; Sudarmo²; Rina Herlina Haryanti³

^{1,2,3}Faculty of Social and Political Science, Universitas Sebelas Maret, Indonesia

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CONFLICT RESOLUTION IN THE PERFORMANCE OF COLLABORATIVE GOVERNANCE: A SYSTEMATIC LITERATURE REVIEW

Cahyoko Edi Tando¹; Sudarmo²; Rina Herlina Haryanti³

^{1,2,3}Faculty of Social and Political Science, Universitas Sebelas Maret, Indonesia

¹Contributor Email: cahyoko.e@yahoo.com

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Abstract

Conflict is one of the problems that occurs when every human, organization, and social life of the organization. Conflict can be reviewed through the root of existing problems that can be internal or external. The science of public administration has the proper resolution in dealing with the mechanism of collaborative governance. The literature review approach was based on scientific journals published in the database. The authors' databases used Scopus, Science Direct, and Taylor and Francis Group. This research showed that implementing the proposed collaborative governance form of cooperation structure and the policy creates community plan-making. Furthermore, the conflicts resolved by collaborative governance in the 2015-2019 period were the source of disputes that often occurred. Researchers suggested that researching collective power can be developed in government so that it can be implemented in overcoming various public problems.

Keywords: *Conflict; Collaborative Governance; Resolution; Organization; Database.*



A. Introduction

Conflict is one of the problems that occurs when every human being cooperates with other parties both personally and impersonal (Onyejiaku et al., 2018; Piatak et al., 2018), whereas on a larger scale, conflict can occur in an organization and the social life of the organization (Khalid & Fatima, 2016). Conflict can be reviewed through the root of existing problems and can be internal or external. Internal nature is a conflict within a person or the organization itself. External can be influenced by the opposition of other parties, the external environment organizations, and other parties who want conflict (Lan, 2014; Popa, 2013).

Some of the conflicts that have been encountered around us so far in the background are economic motives, namely the opening of plantation land, as well as mining business activities, conservation areas, the seizure of natural resources, etc. (Mutolib et al., 2015; Syafi'i, 2016; Wahyu & Kiptiah, 2016). Prolonged conflict without the correct solution can be a record of poor management from the economic side to the present. Besides that, many other conflicts in this world still have not been resolved optimally by all parties. This prolonged conflict has caused many losses experienced by people from all walks of life. Sources of income are reduced, security is threatened, and not infrequently also causes casualties that are not insignificant every time in conflict with certain parties (Ramadhiani, 2017).

Until now, the science of public administration has the right resolution in dealing with the mechanism of collaborative governance. Collaborative governance is, according to (Ansell & Gash, 2008), one of the ways taken by 3 stakeholders from the government, the private sector, and the community together to reach a mutual agreement. Therefore, no party is harmed in this collaborative governance. Several countries have made optimal efforts by using this collaborative governance like as Brazil has conflicts in the Amazon forest area between the private sector and the people who live around the Amazon forest (Fisher et al., 2019).

This conflict resulted in resistance to the private sector by indigenous peoples who did not contribute much to the progress and prosperity of the people living in areas around the Amazon forest. Although the practice of conflict resolution through collaborative governance is not running smoothly, it is expected to impact conflict resolution in the Amazon forest area positively. The involvement of parties, especially indigenous peoples and the government, as well as the private sector, is highly expected. Moreover, the policies applied also have differences because the indigenous peoples in the Amazon forest region are also very diverse, so the right policies need to be implemented.

Next is the country of Nepal, which has problems with its population. As a result, many residents choose to live in forest areas by changing the forest land for settlement. Conflict with the community occurred because there was no agreement, especially regarding the selling price of the release of land from customary land into new settlements (McDougall & Banjade, 2015). The collaborative governance approach that is used mostly leads to social learning as a basis for decision-making. In addition to that, the Nepalese government educates people, especially those who own land and migrants who want to own land, not to do violence to indigenous people, and the government of Nepal controlling the population to improve welfare (Dhungana, Satyal, Yadav, & Bhattarai, 2017; Rana, 2018; Sharma, 1990).

Some research in some of the above countries is very important that collaborative governance is developed and applied to resolve the current conflict. The study that raised collaborative government is relevant now, considering the need for cooperation that a government must carry out in solving various public problems. Besides, collaborative governance can be viewed as a solution or step in supporting sustainable conflict resolution. This research aims to develop collaborative governance to deal with public issues. The novelty in this study is that researchers emphasize collaborative governance can be an alternative solution based on the results of this literature review so that it can be input for academics and practitioners in the future, especially in developing collaborative governance that can resolve existing conflicts.



B. Method

The method section researchers used in writing this paper are a qualitative approach in the form of a literature review. The literature review approach is based on scientific journals published in the database (Hall et al., 2012; Wen et al., 2012). The author uses the database Scopus, Science Direct, and Taylor and Francis Group. The selection of 3 databases is very reasonable because the database chosen by the author has been recognized by many academics and also has an international reputation. The journals in it have gone through very good reviews. The author also limits the year of publication of each journal found, which is only for the years 2015-2019. To find relevant articles in this paper, the author uses 2 keywords: collaborative governance and conflict resolution.

1. Research Question (RQ)

The author has the problem formulation as a research limitation, while the formulation of the problem raised is another example as follows:

- a. RQ 1. How can collaborative governance be implemented as conflict resolution?
- b. RQ 2. What conflicts can be resolved through collaborative governance in 2015-2019?

2. Search Strategy

To find relevant and easy-to-understand literature, one must have a certain way of finding it. In finding relevant journal articles, the author eliminates the details below: Eliminate journal articles that do not use English. Elimination of abstract papers that do not discuss collaborative governance and conflict resolution. Elimination of paper in the form of a review book and use of literature review approach. Eliminate papers that do not include collaborative governance and conflict resolution keywords. Elimination of paper that is not a journal article or only takes the form of a proceeding conference. Elimination of papers that do not clearly state the research method.



3. Study Selection

Some of the elimination steps in the previous discussion represent the first step in finding relevant journal articles in this study. This study selection consists of three steps to eliminate each paper. Whereas for the second step, the writer will deepen the contents by explaining the details in the abstract and introduction. It is done to answer the formulation of the problem that has been determined. Then the third step is to re-check the quality of the paper publication. If the paper is included in the predatory journal category, the author will be eliminated directly.

C. Result and Discussion

1. Result

For a more detailed explanation of the findings from the search for journal articles. The following researchers explain in several sub-chapters below:

a. Journal Articles

Journal article search is used to find articles to answer each problem statement, using 3 databases that researchers have determined in determining this database. The results obtained by the author using a database for finding relevant journal articles in the writing of this paper have found at least 40 articles. So, these 40 articles answer the first and second problem statements. Previously, researchers needed to explain this database's results using the keywords collaborative governance and conflict resolution.

Having found 40 relevant journal articles through the Scopus database, the authors found 23 articles from international journals. Then through phase 1, there were at least 14 journal articles, and in phase 2, 13 journal articles. And phase 3 of 12 journal articles, and then only 10 relevant journal articles. Then the Science Direct database, using the keywords, the author found 232 international journal articles. After going through several phases, 10 journal articles were published. While the Taylor and Francis Group database, the authors found 169 journal articles through 3 stages and 20 articles relevant to answering the two problem statements that the author had determined.



The following are the search results for journal articles in the form of a table below:

Table 1: Result Journal articles

Database	Use Keywords	Phase 1	Phase 2	Phase 3	Paper Relevant
Scopus	23	14	13	12	10
Science Direct	232	30	25	20	10
Taylor and Francis Group	169	36	34	30	20
Total					40

b. Finding Articles For Research Question 1

The first research question asks how collaborative governance is implemented as conflict resolution. Based on journal articles, researchers found at least some forms of implementation of collaborative governance, which can be used to deal with various conflicts. Based on a literature search, the implementation of collaborative governance consists of 2 forms: the first is the structure of cooperation and policy, and the second is community plan-making, each of which has 13 research journal articles.

Whereas the smallest of this research is public transparency, there are only 2 researchers who developed this research based on the author's database. The author re-analyzes the two strategies found to be part of the research on cooperation structure and policy, where the cooperation structure will be built if there is transparency to the public, as well as the existence of good and correct information that can be accounted for. The following are presented in table form:

Table 2: RQ 1

Implementation of collaborative governance	Author	Total
Stakeholder participation	(Carrera, Warren, Beek, Jonoski, & Giardino, 2017), (Newig, Challies, Jager, Kochskaemper, & Adzersen, 2017).	2
Resource Management	(Comte et al., 2016), (Henders, Ostwald, Verendel, & Ibisch, 2018), (Lamb, Jennings, & Calain, 2017).	3
Adaptive management	(Haller, 2016), (Salmoral, Schaap,	3



Implementation of collaborative governance	Author	Total
	Walschebauer, & Alhajaj, 2019), (Robinson, Kern, Sero, & Thomas, 2019).	
Education society	(Fauville et al., 2018), (Germain, Chiapperino, & Testa, 2017), (Kumar, Banerjee, Meena, & Ganguly, 2017), (Morf et al., 2019).	4
Public Transparency	(Morrison, 2018), (Godoy-Ruiz, Cole, Lenters, & McKenzie, 2015).	2
Cooperation structure and policy	(Carpenter, 2019), (Prager, 2015), (Williams & Tai, 2016), (Agbodzakey & Taylor, 2019), (Erami & Keshavarzian, 2015), (Dunlop, Kamkhaji, & Radaelli, 2019), (Maashi, 2018), (Jongerden, 2019), (Offermans & Glasbergen, 2017), (DiLiberto et al., 2015), (Zahra, 2018), (Kattumuri, 2018), (Jr, 2018).	13
Community Plan Making	(Shmueli, 2017), (Bedner & Arizona, 2019), (Phillips, 2015), (Chaney, 2016), (Lillevik, 2019), (Sainsbury et al., 2017), (Knight, 2015), (Chang, Simon, & Dong, 2016) (Widman & Bjärstig, 2017), (Dias et al., 2019), (Felt, Fochler, & Sigl, 2018), (Muriithi, Horner, & Pemberton, 2016), (Yang, 2016).	13

c. Finding Articles for Research Question 2

The second research question of the researcher discusses several conflicts that can be resolved using a collaborative governance approach. As for some of the conflicts resolved using collaborative governance, the approach is about the issue of resources. Journal articles that discuss resource conflicts totaling 12 journal articles. Then proceed with several conflicts with little research on the national park and animal protection, each of which is one study.

Conflicts over resources became the most case that occurred from 2015 to 2019. This resource conflict will certainly have a very bad impact on various aspects of life. Of course, in need of a solution to solve it. The following results answer the formulation of the second problem of this paper. It is as follows:



Table 3: RQ 2

Conflict	Author	Total
Agricultural and Forestry Land	(Ayeni et al., 2019), (Prager, 2015), (Henders et al., 2018), (Widman & Bjärstig, 2017), (Offermans & Glasbergen, 2017)	5
Resource	(Basco-carrera et al., 2017), (Comte et al., 2016), (Henders et al., 2018), (Lamb et al., 2017), (Morrison, 2018), (Salmoral et al., 2019), (Ju et al., 2020), (Williams & Tai, 2016), (Robinson et al., 2019), (Dias et al., 2019), (Dunlop et al., 2019)	13
National Parks	(Felt et al., 2018), (Muriithi et al., 2016)	1
Borderline	(Ehrhart & Schraml, 2018)	7
Animal Protection	(Fauville et al., 2018), (Morf et al., 2019), (Yang, 2016), (MAASHI, 2018), (Jr, 2018), (Jongerden, 2019), (ZAHRA, 2018).	1
Urbanization	(Germain et al., 2017).	2
Environment	(Haller, 2016), (Leeuwis et al., 2018).	3
Human Crimes	(Quintana et al., 2016), (Newig et al., 2017), (Kattumuri, 2018).	3
Ethnography	(Carpenter, 2019), (Koinova, 2019), (Chaney, 2016).	6
Health	(Shmueli, 2017), (Bedner & Arizona, 2019), (Haas & Hutter, 2018), (Phillips, 2015), (Koinova, 2019), (Lillevik, 2019).	6
Finance	(Agbodzakey & Taylor, 2019), (Vries et al., 2018), (DiLiberto et al., 2015), (Chang et al., 2016), (Sainsbury et al., 2017), (Godoy-Ruiz et al., 2015).	3
	(Kemal, 2018), (Knight, 2015), (Erami & Keshavarzian, 2015).	

2. Discussion

The next sub will discuss the findings of journal articles carried out previously. The following is an explanation in the sub-chapter below:

a. RQ 1

Previously, it could be mapped about several implementations of collaborative governance that are used in resolving each conflict. Reviewing



the conflict problems in the community certainly requires treatment, which must be done in the solution provided through the concept of collaborative governance, which involves 3 main stakeholders, namely private, government, and civil society (Ansell & Gash, 2008). On the other hand, we need a shorter understanding explaining the meaning of collaborative governance. Based on (table 2) it can be seen that the implementation of collaborative governance can be implemented in 2 forms; namely, Cooperation structure and policy, contained in 13 journal articles by researchers including (Carpenter, 2019) (Prager, 2015) (Williams & Tai, 2016) and others.

The structure of the collaboration must be clear and have a legal umbrella that makes a collaboration produces a good achievement. A mission is carried out; therefore, it certainly needs to be considered by those who want to work across these sectors. A legal umbrella is made through a long policy process, so the government must have a strong and pro-government for every community. Also, the implementation of collaborative governance can be in the form of a community plan-making that has been thoroughly examined by (Shmueli, 2017), (Bedner & Arizona, 2019), (Phillips, 2015), and others.

Community plan making, which is a community usually consists of the community, must make a plan. The plan that was designed must be able to improve the community's capabilities so that it will become a social capital later (Triglia, 2001). Through this social capital, the community will be considered a stakeholder with sufficient capability and ability to carry out collaborative governance with the government and the private sector if there is a conflict.

b. RQ 2

The second problem statement concerns conflicts that can be resolved through collaborative governance in the 2015-2019 timeframe. Based on the results (see. Table 3), researchers see that resource conflicts have been the most studied over the past 5 years. Resource conflicts greatly impact people's lives,



including the economy, which will be hampered by rising crime rates, high unemployment, and access to public services (Bayramov, 2018; Roy, 2018).

Researchers see that resource conflicts are very detrimental to all parties. Therefore it is certainly necessary to take decisive action to overcome this conflict. Prolonged conflict will not give positive results but rather leads to negative things. The government, the private sector, and the community certainly have the potential for conflicting human and natural resources, which leads to exploitation activities to meet daily human needs.

Besides, the conflict will not produce satisfactory results for the parties involved. Therefore, collaborative governance can be viewed as a solution or resolution of existing conflicts, especially conflicts in resources that require a strict rule in the division of these resources. Collaborative governance to be a mediator of this resource conflict will be good management of the parties involved in the conflict with the neutral party (Fisher et al., 2019; McDougall & Banjade, 2015). Good management will create a mechanism for good conflict resolution through collaborative governance by prioritizing win-win solutions without any party being disadvantaged, either by the parties involved in the conflict or the mediators.

Stakeholders involved in collaborative governance must be neutral and impartial among parties involved in the conflict. It can be feared that it will lead to greater conflict that can harm various parties. Therefore, the capability of each stakeholder is needed to support efforts to prevent the spread of any existing conflict.

D. Conclusion

The conclusion can be drawn based on some literature researchers found through a database. The first problem regarding implementing collaborative governance in conflict resolution is the structure of cooperation and policies that are more directed towards implementing a better system and have good laws in carrying out collaborative governance. Community plan-making, which provides an opportunity for the community to increase its capabilities into social capital, supports collaborative governance. At the same time, the



second problem formulation is to discuss the types of conflicts resolved by collaborative governance in the 2015-2019 period, namely resource conflicts. Research on collaborative governance, especially in the form of literature reviews, is still very little conducted by previous researchers. The author suggests that in the future, more researchers raise issues with literature review with their respective approaches in the form of systematic literature reviews, systematic mapping studies, or tertiary studies. As well as the government can use this collaborative governance approach to get a win-win solution in dealing with conflicts that often occur now and in the future.

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