Implementation of Social Conflict Management Programs in Sumedang Regency by the Sumedang Regency National and Political Unity Office

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Abstract: - The Sumedang Regency National and Political Unity Office is the leading sector in the implementation of social conflict management programs in Sumedang Regency. Various conflict management programs in Sumedang Regency are directed at handling ATHG and potential conflicts so that they do not become open conflicts. The implementation of these conflict management programs is carried out through four main aspects, namely communication, resources, attitudes, and bureaucracy. This research aims to analyze the four aspects of the program implementation in the social conflict management programs by the Sumedang Regency National and Political Unity Office. The research method used in this study was a qualitative descriptive research method. The data sources in this study were primary data sources and secondary data sources. Data collection was carried out using observation techniques (non-participatory observation), in-depth interviews, Focus Group Discussions (FGD), and literature studies. Sequentially, the data that had been collected were analyzed through the stages of data reduction, data display, data interpretation, and concluding (data interpretation). The research results show that in the aspect of communication, the Sumedang Regency National and Political Unity Office carries out a communication process both internally and externally and is facilitated directly by the Sumedang Regency Integrated Social Conflict Management Team. In the aspect of resources, there are three main resources, namely budgetary resources, human resources, and equipment resources. In the aspect of attitudes, the program implementers have good attitudes, knowledge, understanding, and competence towards the programs as well as being quick to respond to cases and spry to the tasks given. In addition, the implementers also have high obedience, dedication, willingness, and loyalty when implementing the programs. In the aspect of bureaucracy, the division of authority and bureaucratic structure in implementing the program internally and externally is carried out in a clear and tiered manner from the regency to the ward/village levels.

Key-Words: Program Implementation, Social Conflict Management

1 Introduction

Indonesia is a country that has a diversity of community characteristics ranging from diversity in the aspects of culture, society, politics, religion, and ethnicity, to diversity in the aspect of language and so forth. On the one hand, the diversity owned by Indonesia is a nation's wealth, but on the other hand, this diversity can become a potential conflict if not managed properly. This is evidenced by the many events of social conflicts that have occurred in Indonesia, both horizontal and vertical conflicts such as separatism, conflicts over the distribution of power and resources, communal conflicts, ethnic conflicts, political conflicts, and religious conflicts, [1]. Based on data from the Central Bureau of Statistics, in 2018, there were 3,147 incidents of conflicts in all provinces in Indonesia accumulatively. Furthermore, based on Village Potential Statistics data for 2018, as many as 3,150 villages or 3.75% of a total of 84,000 villages in

Indonesia were included in areas prone to social conflicts, [2].

Conflict is one of the social dynamics that always occurs in social life. The authors in, [3], stated that conflict referred to disagreement between individuals or groups that could increase tension as a result of blocking each other in achieving goals. Meanwhile, social conflict is defined as feuds and/or violent physical clashes between two or more community groups that take place at a certain time and have wide-reaching impacts resulting in insecurity and social disintegration, thereby disrupting national stability and hindering national development (Regulation of the Minister of Social Affairs Number 26 of 2017 on Guidelines for the Implementation of Social Conflict Management in the Social Sector). Based on this definition, it can be understood that social conflict can cause various negative impacts, and in response to this, it is necessary to carry out various strategies in the context of efforts to handle and manage social conflict.

Previous studies have examined social conflict management in Indonesia through systematic literature reviews. As this review provides an overview of the current understanding and approaches to conflict management in Indonesia, [4]. Another study explored the effectiveness of cultural accommodation in resolving community conflicts in Indonesia. This study highlights the use of local wisdom approaches in conflict resolution, [5]. Meanwhile, a differentiating study focused on the rapid expansion of oil palm in Indonesia and its impact on social conflict. This study examines the relationship between the growing value of oil palm and the occurrence of conflict, [6]. Furthermore, this study investigated the roots of social conflict in Aceh during the Kingdom of Aceh Darussalam and explored conflict resolution strategies used to achieve peace, [7].

Each region in Indonesia has its conflict potential according to the characteristics of the region. In this case, each region also has a conflict management policy that is implemented directly by the local government. This conflict management policy at the regional level is implemented by various related agencies and departments collaboratively. Therefore, this study differs from the previous one by looking at how to handle conflicts through the approach of local government policies through the Office of National Unity and Politics. In implementing the policy, [8], mentions that several aspects will affect the level of success. These aspects are communication, resources, attitudes, and bureaucracy. In this study, the research team is interested in seeing how these four aspects are in the implementation of social conflict handling policies at the Office of National Unity and Politics by focusing on Sumedang Regency, Indonesia.

2 Literature Review

2.1 Social Conflict
According to Law Number 7 of 2012 of the Republic of Indonesia on Social Conflict Management, what is meant by social conflict is feuds and/or violent physical clashes between two or more community groups that take place within a certain time and have wide-reaching impacts resulting in insecurity and social disintegration, thereby disrupting national stability and hindering national development. Conflict can also be defined as a relationship between two or more parties that have or feel they have goals that are not in line and cause disharmony among the parties involved, [9], [10], [11], [12]. Conflict occurs in all aspects of social relations, the forms of which are relations between individuals, relations between individuals and groups, or relations between groups and groups, [13].

Conflict occurs when sections of society see a conflict as something normal and negotiable, whereas different perspectives on conflict can result in different perspectives depending on who experiences the conflict, [14], [15]. For example, the conflict that occurs between the people and the government is different from the conflict between the people and private corporations, [16], [17]. Furthermore, it is different from situations of agrarian conflicts which are more common between people and corporations, [18], [19], [20], or conflicts over the management of the environment and natural resources which cause land grabbing among people, between people and corporations, and between people and the government, [16], [21].

2.2 Social Conflict Management
A literature review and study on conflict management identified organizational response to conflict as a key area of research, [22]. A study conducted in 2018 mapped the intellectual structure of conflict management studies by investigating key themes, concepts, and their relationships for the period 2007-2017. The study identified five key themes that help track the direction of conflict management research: negotiation, mediation, trust, conflict, and communication, [23]. Another study

conducted in 2018 investigated the key themes, concepts, and relationships of conflict management studies for the period 2007-2017.

The study found that conflict management literature focuses on three key themes: workplace conflict and conflict management styles, conflict resolution and negotiation, and conflict management in organizations, [24]. A 2020 study contributed to the program conflict literature by investigating the unique nature and solutions of conflict within program teams, [25]. Overall, the studies suggest that conflict management research has diversified over the years, with a focus on various themes, concepts, and relationships. The studies provide insights into the direction of conflict management research and identify avenues for future research.

2.3 Policy Implementation

Over the past five years, there has been a growing body of literature on policy change and implementation, [26]. Researchers have studied policy implementation to improve the way it is carried out, [27]. Explicit studies of policy implementation have gone in and out of fashion over the past quarter century, [28]. Existing frameworks, models, and theories have been used to understand policy implementation and evidence-based practice from a policy perspective, [29]. Previous studies have found it useful to make a conceptual distinction between dispositional processes and policy implementation processes, although both are interactive in practice toward policy implementers, [30].

The study of policy implementation involves the actions of different levels of agencies, institutions, organizations, and their actors and is influenced by the context throughout, [31]. It is important to implement policy changes by involving complex organizational tasks and coordination efforts. This includes ensuring that various departments or agencies work together effectively and have the necessary resources and capacity to implement the policy, [32]. If so, policy failure can occur when there are overly optimistic expectations regarding the outcome of a policy. Unrealistic expectations can lead to disappointment and undermine the success of policy implementation, [33].

3 Method

The research method used in this research is descriptive qualitative, [34]. This research's data sources are primary and secondary. Data collection techniques were conducted through field observation (non-participatory observation), in-depth interviews, Focus Group Discussion (FGD), and literature study. Furthermore, primary data sources were obtained directly through Focus Group Discussion activities and in-depth interviews with apparatus and stakeholders involved in implementing social conflict-handling policies at the Sumedang Regency Office of National Unity and Politics. Meanwhile, secondary data sources will be obtained or collected by researchers from various existing sources in the form of previous research reports, annual reports from related agencies, and documents relevant to the studied problem. Sequentially, the collected data were analyzed through the stages of data reduction, presentation, display, interpretation, and conclusion, [35].

4 Results and Discussion

The Sumedang Regency National and Political Unity Office (Kesbangpol) was formed based on the Sumedang Regency Regional Regulation Number 9 of 2014 concerning the Establishment of Regional Apparatus Organizations in the Sumedang Regency. The Sumedang Regency National and Political Unity Office has the task of carrying out the preparation and implementation of regional policies in the context of implementing the Regent's duties in the field of national and political unity. Meanwhile, the functions of the Sumedang Regency National and Political Unity Office are as follows:

A. Formulation of technical policies in the field of national and political unity.
B. Provision of the support for the implementation of government affairs in the field of national and political unity.
C. Development and implementation of tasks in the field of national and political unity.
D. Management of administration, household, and office finance.
E. Implementation of other tasks given by the Regent in accordance with his/her duties and functions.

Based on Sumedang Regent Regulation Number 34 of 2015 concerning Job Descriptions of Positions at the Sumedang Regency National and Political Unity Office, the organizational structure of the Sumedang Regency National and Political Unity Office consists of:

A. Head of the Office.
B. Head of Administrative Subdivision.
C. Head of Development of National and Democracy Unity Section.

D. Head of Community Resilience and Conflict Management Section.
E. Head of Inter-agency Relations Section.

The National and Political Unity Agency (Kesbangpol) in Indonesia promotes national unity and integration among various ethnicities, cultures, traditions, and religions. This body was established to ensure that the promise of unity, as stated in the third principle of Pancasila as the nation's ideology, is upheld. Furthermore, this body is intended to prevent conflict and tension between different groups. Kesbangpol carries out communication activities to guide the community and promote national integration. The issue of national unity has been a big concern for Indonesian leaders since the republic was founded in 1945, which binds various ethnicities, cultures, traditions, and religions.

4.1 Potential for Social Conflicts in Sumedang Regency

In this study, the researchers focus on the implementation of social conflict management programs by the Sumedang Regency National and Political Unity Office. The conflict management carried out by the Sumedang Regency National and Political Unity Office is directed at efforts to handle various potential conflicts in the form of ATHG (Threats, Challenges, Obstacles, and Disturbances) in Sumedang Regency so that they do not become open conflicts. In this case, there is potential for social conflicts in Sumedang Regency, for example, the potential for conflicts in the development of national strategic projects in the infrastructure sector, the potential for conflicts in holding elections, the potential for conflict in the field of religion and beliefs, the potential for conflicts due to disturbances to security and order, the potential for conflicts between community organizations, as well as the potential for conflicts in the implementation of various government affairs and policy implementation, etc.

The most threatening potential for social conflicts that occurs in Sumedang Regency is the potential for conflicts from the construction of a national strategic project in Sumedang Regency, namely the construction of the Jati Gede Dam, [36], [37], [38], [39], [40], [41], [42], and the construction of the Cisumdawu (Cileunyi Sumedang Dawuan) toll road, [43], [44], [45], [46], [47], [48], [49], [50]. The development of these two national strategic projects has the potential to give birth to social conflicts, especially those related to the problem of claims for compensation for the community's land that is used as the location of the project.

The next potential for social conflicts in Sumedang Regency is the potential for conflicts in holding general elections and elections for village heads, [51], [52]. The potential for conflicts in the holding of this election is when the legislative and presidential elections were held in 2019, [53], and when they will be held again in 2024, [54]. Meanwhile, the potential for conflicts in the elections for village heads is when elections were held simultaneously in 89 villages in 26 sub-districts throughout Sumedang Regency in October 2021, [55].

In the field of religion and beliefs, there is also a potential conflict that has occurred, namely the existence of a religious sect and belief that deviate and are considered heretical. This belief is carried out by a community organization (Ormas) named Merdeka Hakikat Keadilan (MHK) in Bangbayang Village, Situraja Sub-district, Sumedang Regency, [43], [56].

Furthermore, in 2021, there was also a potential threat in Sumedang Regency with the discovery of an illegal drug warehouse in Sukamulya Hamlet, Paseh Kidul Village, Paseh Sub-District, Sumedang Regency, [42], [46], [57]. This posed a threat of social conflict because when the case was uncovered, the community thought that the local government and the authorities did not supervise activities carried out in their area so that the illegal drug warehouse could operate freely.

In terms of community organization, there was also the potential for social conflict, which was also quite threatening. Conflicts between community organizations in Sumedang Regency have also occurred. This is evidenced by the cases of clashes between community organizations that occurred in Sumedang Regency, namely the case of a clash between Pancasila Youth (PP) Community Organization and the Banten Large Family Potential Development Agency (BPPKBB) in North Sumedang District, [58], as well as the case of a clash between Community Organizations and Youth Organizations in Tanjungsari Sub-district, [59].

In the field of implementation of various government affairs and implementation policies, the potential for social conflict in the Sumedang Regency also often occurs. This is caused by several factors, for example, the frequent changes in national policies related to the implementation of the duties and functions of SKPD which cause the implementation of policies in the community to be disrupted. This often causes turmoil in the community due to changes in these policies. Furthermore, the potential for conflict also often arises as a result of the process of implementing

democracy that is not in accordance with the applicable regulations carried out by political elites. Public awareness that is still low in understanding the aspects of democracy which provides wide opportunities for the community to express dissatisfaction with government policies in negative ways is also a potential for conflict in Sumedang Regency. The existence of this attitude also causes the potential for demonstrations carried out by the community to be quite high.

One of the examples of cases of social conflicts in the implementation of government affairs and implementation policies that have occurred in Sumedang Regency is the case of the distribution of COVID-19 social assistance in 2020, [60]. The problem of inaccuracy in targeting is a common problem found in the distribution of social assistance. Apart from that, the difference in data on social assistance recipients submitted by the village which was different from the data used by the central party (Provincial Government and the Indonesian Ministry of Social Affairs) was also a serious problem in this case. Not to mention the problem of social jealousy between residents who received assistance and residents who did not receive assistance, which also exacerbated problems at the village government level. The village government as the party closest to the community automatically became the party that most often received complaints about these problems. In dealing with the problems of implementing this social assistance distribution policy in 2020, the Sumedang Regency Government recorded at least 612 citizen complaints about this social assistance, [61].

4.2 Social Conflict Management Programs at the Sumedang Regency National and Political Unity Office

To handle various potential conflicts in Sumedang Regency so that they do not become open conflicts, there is a team specifically formed for implementing social conflict management in Sumedang Regency. The team is the Sumedang Regency Social Conflict Management Integrated Team which is chaired directly by the Regent with The Head of the Sumedang Regency National and Political Unity Office serving as the secretary in the integrated team.

The National Unity and Politics Agency (Kesbangpol) promotes national unity and democracy in Indonesia through various programs and activities that aim to improve people's understanding of the country's ideology and local cultural values and encourage participation in the democratic process. As such, it is responsible for developing plans and programs relating to national unity and politics. In addition, it formulates policies relating to national unity and politics, including policies relating to the popularization of state ideology and local cultural values, as well as policies relating to the maintenance of social stability and conflict resolution. Furthermore, it is responsible for empowering community organizations and encouraging their participation in the democratic process. The Sumedang Regency National and Political Unity Office has several main programs to handle various potential conflicts. The programs for handling social conflicts at the Sumedang Regency National and Political Unity Office are as follows:

A. The program to foster and develop economic, social, and cultural resilience. This program is carried out through activities in the form of preparing policy formulation materials, implementing policies, and implementing coordination in economic, social, and cultural resilience, facilitating the prevention of narcotics abuse, and facilitating harmony between religious people and adherents of beliefs in the region.

B. The program to increase national vigilance, improve quality, and facilitate social conflict management. This program is implemented through activities in the form of implementing policies and coordination in the fields of early warning, intelligence cooperation, and monitoring of foreigners, foreign workers, and foreign institutions, inter-state border vigilance, facilitating institutions in the field of national vigilance, and handling of conflicts in the region.

C. The program strengthens the ideology of Pancasila and its national character. This program is carried out through activities in the form of formulating technical policies and coordinating in the fields of ideology, national insight, national defense, national character, national assimilation, unity in diversity, and national history.

D. The program is to increase the role of political parties and educational institutions through political education and the development of political ethics and culture. This program is implemented through activities in the form of preparing policy formulation materials, implementing policies and implementing coordination in the fields of political education, political culture ethics, and democracy promotion, facilitating government institutions,

representatives, and political parties, general elections/regional head elections, and monitoring the political situation in the region.

The program empowers and supervises community organizations. This program is implemented by implementing policies in the fields of registration of mass organizations, empowerment of mass organizations, evaluation and mediation of mass organization disputes, and supervision of community organizations and foreign community organizations in the region.

4.3 Implementation of Social Conflict Prevention and Management Programs at the Sumedang Regency National and Political Unity Office

The implementation of social conflict management programs at the Sumedang Regency National and Political Unity was studied based on four aspects of program implementation according to, [8], which consist of communication, resources, attitudes, and bureaucracy. The following is an explanation of these four aspects.

4.3.1 Communication

In implementing various social conflict-handling programs in Sumedang Regency, the Office of National Unity and Politics of the Sumedang Regency conducts internal and external communication with various parties. Internally, communication is carried out between the head of the office and subsections and sections and between sections in the Office of National Unity and Politics of Sumedang Regency. This communication is carried out with the aim that internal parties can find out what programs will be implemented, how the coordination process is, the objectives, targets and targets, and the stakeholders involved in the program. This process is important because previous literature has shown that effective communication strategies and government coordination determine the success indicators of future programs, [30]. Similarly, involving a two-way communication process for ongoing public action and the speed and scale of government response is critical, [62]. Thus, two-way communication processes, transparency, public engagement, effective planning and implementation of communication programs, and coordination among stakeholders can be considered, [63].

Meanwhile, external communication is a communication and coordination process with various stakeholders involved in conflict management efforts in Sumedang Regency. This communication and coordination process is directly accommodated in the Sumedang District Integrated Team for Social Conflict Management. Stakeholders involved in the communication and coordination process of handling social conflicts accommodated in this integrated team consist of the Regent and Deputy Regent of Sumedang Regency, the Sumedang Regency National and Political Unity Agency, the Sumedang Regency Regional House of Representatives (DPRD), the Sumedang Regency Regional Work Unit (SKPD), the Sumedang Resort Police (POLRES), the 0610 Sumedang Military District Command (KODIM), the Sector Police (POLSEK) in Sumedang Regency, the Military Rayon Command (KORAMIL) in Sumedang Regency, State Attorney of Sumedang Regency, Regional State Intelligence Agency (BINDA) of West Java Province, Ministry of Religious Affairs (KEMENAG) of Sumedang Regency, National Narcotics Agency (BNN) of Sumedang Regency, Regional Election Commission (KPUD) of Sumedang Regency, Sumedang Regency General Election Supervisory Agency (BAWASLU), Political Parties, Sumedang Regency National Diversity Forum (FPK), Community Early Vigilance Forum (FKDM), Sumedang Regency Religious Harmony Forum (FKUB), Sumedang Regency Musrenbang Delegation Forum (FDM), and Community Organisations.

In communicating and coordinating various efforts to handle social conflicts, the Sumedang Regency Integrated Social Conflict Management Team conducts regular coordination meetings every month or as needed to respond quickly to ATHG (Threats, Challenges, Obstacles, and Disruptions) that occur in Sumedang Regency and can have the potential for conflict. This coordination meeting is chaired directly by the Regent of Sumedang Regency and attended by relevant stakeholders regarding the current ATHG issues. The relevant stakeholders who attended this coordination meeting were determined directly through identification conducted by the Sumedang Regency National Unity and Political Agency.

In handling social conflicts, the Sumedang District Integrated Social Conflict Management Team has a supporting element in the form of the Sumedang District Regional Early Warning Communication and Information Centre (PUSKOMIN). The Sumedang District Early Warning Centre is under and responsible to the Head of the Sumedang District Government Early Warning Team. The Early Warning Centre comprises the District Level Centre, Sub-district Level Centre, and Village Level Centre. The Early

Warning Centre team is a mandate from the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 2 of 2018 concerning Early Warning in the Region as amended by the Regulation of the Minister of Home Affairs Number 46 of 2019, which mandates the need to establish an Early Warning Communication and Information Centre (ECCIN) in the Regency. This policy was followed up with Sumedang Regent Decree Number 121 of 2022 concerning establishing an Early Warning Communication and Information Centre in the Sumedang Regency Region.

The Early Warning Centre is a forum for communicating, consolidating, and controlling regional stability information systems to counteract any potential ATHG. The Early Warning Centre is a supporting element of the Local Government Early Warning Team in providing fast, precise, and accurate reports on ATHG that occur in the region. The Early Warning Centre is tasked with collecting data/information on regional situations and conditions and monitoring the development of regional situations and conditions. In addition, the Early Warning Centre is also tasked with inventorying, clarifying, and tabulating data on the situation and conditions at the regional level to be coordinated with relevant agencies. In addition, the Early Warning Centre is also tasked with compiling daily, weekly, and monthly reports on the regional situation, providing reports and information, attention reports, and special reports, as well as providing recommendations to local governments. To support the performance of regional stability reports, networks and synergies assist the Early Warning Center with state intelligence, TNI, Polri and vertical agencies, the Integrated Team for Handling Social Conflict, the Foreigner Monitoring Team, the National Insight Education Centre, the National Renewal Forum, FKUB, the Political Development Monitoring and Evaluation Team, and the Monitoring Team for Community Organisations and Foreign Organisations.

Various forms of communication and coordination carried out in the context of implementing various social conflict handling programs in Sumedang Regency by the Sumedang Regency Office of National Unity and Politics are carried out routinely through both formal and informal communication. Formal communication is carried out by holding forums and coordination meetings at the Regency and Sub-district levels. Informally, communication and coordination are carried out, for example, through telephone communication networks or virtual communication

networks. The difference between this research and previous research is that the Office of National Unity and Politics conducts a communication and coordination process with various parties to handle conflicts in the Sumedang Regency. This condition can be influenced by the role of each stakeholder through the formation of the Integrated Social Conflict Handling Team to handle social conflicts in the Sumedang Regency. Binding rules also support this condition through Sumedang Regent Decree Number 121 of 2022 concerning establishing an Early Warning Communication and Information Centre as a communication and coordination effort in the Sumedang Regency Region.

4.3.2 Resources

The implementation of the program resources is one important aspect of the success of the program. This also applies to the implementation of social conflict management programs by the Sumedang Regency National and Political Unity Office. Resources in the implementation of this program consist of three main resources, which consist of budgetary resources, human resources, and equipment resources.

Table 1. Budgetary Resources for Social Conflict Management Programs at the Sumedang Regency National and Political Unity Office

No.	Program Name	Budget
1	The program to foster and develop economic, social, and cultural resilience	Rp412,000,000.00
2	The program to increase national vigilance raising, improve quality improvement, and facilitate social conflict management	Rp2,195,300,000.00
3	The program to strengthen the ideology of Pancasila and its national character	Rp102,500,000.00
4	The program to increase the role of political parties and educational institutions through political education as well as the development of political ethics and culture	Rp105,000,000.00
5	The program to empower and supervise community organizations	Rp1,171,246,000.00
	Total Program Budget	**Rp3,986,046,000.00**

Source: Action Plan for Programs and Activities of the Sumedang Regency National and Political Unity Office for 2021

Budgetary resources are in the form of funds allocated for the implementation of social conflict

management programs by the Sumedang Regency National and Political Unity Office. These budgetary resources come from the APBD (Regional Revenues and Expenditures Budget) Fund of Sumedang Regency. Table 1 below is a breakdown of budget resources for social conflict management programs at the Sumedang Regency National and Political Unity Office.

The second resource is human resources in the form of staff or people involved in program implementation. The human resources in the implementation of the social conflict management programs by the Sumedang Regency National and Political Unity Office are in the form of internal human resources and external human resources. Based on data from the Strategic Plan for the Sumedang Regency National and Political Unity Office for 2019-2023, there are 15 internal human resources in the Sumedang Regency National and Political Unity Office. Based on the level of education, the human resources in the Sumedang Regency National and Political Unity Office consist of 8 employees with a high school level of education and 7 employees with an undergraduate level of education. Meanwhile, based on gender, there are 5 male and 10 female employees. Table 2 below is a breakdown of human resources in the Sumedang Regency National and Political Unity Office.

Table 2. Human Resources in the Sumedang Regency National and Political Unity Office

No.	Division	Number of HR
1.	Head of the Office	1 people
2.	Head of Administrative Subdivision	7 people
3.	Head of Development of National and Democracy Unity Section	2 people
4.	Head of Community Resilience and Conflict Management Section	2 people
5.	Head of Inter-agency Relations Section	3 people
	Total HR	15 people

Source: Strategic Plan for the Sumedang Regency National and Political Unity Office for 2019-2023.

In addition to internal human resources, the implementation of the social conflict management programs by the Sumedang Regency National and Political Unity Office is also assisted by various external human resources consisting of the Sumedang Regency Social Conflict Management Integrated Team, the Sumedang Regency Early Warning Communication and Information Center (PUSKOMIN) Team, community organizations, and the people of Sumedang Regency directly.

Furthermore, the third resource in the implementation of the social conflict management programs by the Sumedang Regency National and Political Unity is in the form of equipment resources. These equipment resources are in the form of facilities and infrastructure or other supporting facilities that can facilitate the program implementation process. For infrastructure in the form of a building, the Sumedang Regency National and Political Unity Office already have an adequate office located on Jalan Pangeran Santri, Kotakulon Village, South Sumedang Sub-district, Sumedang Regency. Meanwhile, for supporting facilities, the Sumedang Regency National and Political Unity Office has workspace, computer equipment, telecommunication equipment, and transportation facilities in the form of 2 units of four-wheeled operational vehicles and 7 units of two-wheeled operational vehicles.

4.3.3 Attitudes

The implementation of various social conflict management programs by the Sumedang Regency National and Political Unity Office is also supported by the good attitude of the program implementers. The implementers of this program have good knowledge, understanding, and competence regarding the social conflict management programs. In this case, the internal parties in the Sumedang Regency National and Political Unity Office fully understand their respective duties and functions in the various conflict management programs. Meanwhile, external parties and related stakeholders in the conflict management programs also have good knowledge and understanding of the implemented programs. This is because in the process of preparing for the program implementation, a good socialization stage which is carried out directly by the Sumedang Regency National and Political Unity Office for these relevant stakeholders is also carried out.

In the process of implementing the programs, the implementers also have a quick response to ATHG and cases that become potential conflicts in Sumedang Regency. In addition, the program implementers also have a swift attitude towards the tasks given and have high loyalty to the tasks. This is because each task given is the result of a decision that becomes a mutual agreement and becomes a direct instruction from the Regent as the Head of the Sumedang Regency Social Conflict Management Integrated Team.

4.3.4 Bureaucracy

In the bureaucratic aspect, the arrangement of the bureaucratic structure in the implementation of the social conflict management programs by the Sumedang Regency National and Political Unity Office is clear because it is led directly by the Regent as the Chairman of the Sumedang Regency Social Conflict Management Integrated Team. Furthermore, in a bureaucratic way, the workflow of the social conflict management programs is also carried out through good coordination with other stakeholders down to the sub-district and ward/village levels.

The division of authority in the implementation of social conflict management programs at the Sumedang Regency National and Political Unity Office is also carried out internally in accordance with the distribution of programs in each section. Furthermore, the relationship between the Sumedang Regency National and Political Unity Office and other stakeholders related to the social conflict management programs is also carried out well through active coordination and collaboration.

5 Conclusion

The following are conclusions from the research results regarding the implementation of the social conflict handling program by the Sumedang Regency Office of National Unity and Politics: First, in the communication aspect, the Office of National Unity and Politics of Sumedang Regency conducts a communication process both internally and externally and is facilitated directly by the Sumedang Regency Integrated Team for Handling Social Conflict. Second, in the resource aspect, there are three main resources, namely budget resources, human resources, and equipment resources. Third, in the attitude aspect, the program implementers have good attitudes, knowledge, understanding, and competence related to the program and are responsive to cases and alert to the assigned tasks. In addition, the implementers also have high obedience, dedication, willingness, and loyalty to implement the program. Fourth, in the bureaucratic aspect, the division of authority and the bureaucratic structure in the implementation of the program internally and externally are carried out in a clear and tiered manner from the district level to the sub-district/village level.

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