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

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

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Abstract

Conflict is one of the problems that occurs when every human, organization, and the social life of the organization. Conflict can be reviewed through the root of existing problems that can be internal or can be external. The science of public administration has the right resolution in dealing with the mechanism of collaborative governance. The literature review approach applied was based on scientific journals published in the database. The database that the authors used were Scopus, Science Direct, and Taylor and Francis Group. The result of this research showed that the implementation of the proposed collaborative governance form of cooperation structure and the policy then is the creation of the community plan making. Furthermore, the types of conflicts resolved by collaborative governance in the 2015-2019 period were the source of conflicts that often occur in that period. Researchers suggested that researching collaborative governance 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 for 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 can be internal or can be external, internal nature is a conflict that comes from within a person or from the organization itself, while to be 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 right solution can be a record of poor management from the economic side to the present, besides that there are still many other conflicts in this world that have not been resolved optimally by all parties. The impact of this prolonged conflict has caused a lot of losses experienced by all walks of life, sources of income are reduced, security is threatened, and not infrequently also cause 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) is one of the ways taken by 3 stakeholders from the government, private sector, and the community together to reach a mutual agreement. So, that no party is harmed in this collaborative governance. Several countries have made optimal efforts by using this collaborative governance. Like as Brazil which 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 have a positive impact on conflict resolution in the Amazon forest area. The involvement of parties, especially indigenous peoples and the government as well as from the private sector, is highly expected. And the policies that are 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 the 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 be a resolution of the current conflict. The study that raised collaborative government is very relevant at this time considering the need for cooperation that must be carried out by a government in solving various public problems. Besides, collaborative governance can be viewed as a solution or step in supporting sustainable conflict resolution. The purpose of this research is 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 offered 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 database that the author uses is Scopus, Science Direct, and Taylor and Francis Group the selection 3 databases is very reasonable because the database chosen by the author has been recognized by many academics and also has an international reputation and 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 namely collaborative governance and conflict resolution.

1. Research Question (RQ)

The author in finding relevant journal article papers in support of writing this paper 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 the period 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 with 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 literature review approach. Elimination of papers that do not include keywords about collaborative governance and conflict resolution. 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 are a representation of the first step in finding relevant journal articles in this study. This study selection consists of three steps consisting of the elimination of each paper. Whereas for the second step, the writer will do a deepening of the contents through an explanation of the details in the abstract and introduction where this is done to answer the formulation of the problem that has been determined. Then for 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 as a step in finding articles to answer from each problem statement, using 3 databases that researchers have determined of course 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, that these 40 articles answer the first problem statement and the second problem statement. Previously, researchers need to explain the results of this database by using keywords collaborative governance and conflict resolution.

Having found 40 relevant journal articles, through the Scopus database the authors found 23 articles of international journals, and then



through phase 1 there were at least 14 journal articles and phase 2 of 13 journal articles, and phase 3 of 12 journal articles, and then only 10 relevant journal articles. Then the Science Direct database by using the keywords the author found 232 international journal articles after going through several phases there were found 10 journal articles. While the Taylor and Francis Group database, the authors found 169 journal articles, through 3 stages found 20 journal articles that were relevant in answering the two problems 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 is to ask how collaborative governance is implemented as conflict resolution. Based on journal articles that researchers found there are at least some forms of implementation of collaborative governance, which can be used as a way of dealing with various conflicts. Briefly based on a literature search that the implementation of collaborative governance consists of 2 forms, the first is the structure of cooperation and policy, the second is community plan making, each of which has 13 research journal articles.

Whereas the smallest of this research is the public transparency, there are only 2 researchers who developed this research based on the database that the author uses. The author re-analyzes that of the two strategies found to be part of the results 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 and 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, Walschebauer, & Alhajaj, 2019), (Robinson, Kern, Sero, & Thomas, 2019).	3
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 Articlcs for Research Question 2

The second research question of the researcher discusses several conflicts that can be resolved by 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 that have little research is the national park and also animal protection, each of which is one study.

Conflicts over resources became the most cases that occurred from 2015 to 2019. This resource conflict will certainly give a very bad impact on various aspects of life, of course, in need of a solution to be able to solve it. The following results from the search for articles to answer the formulation of the second problem of this paper, presented below:

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
	(Agbodzakey & Taylor, 2019), (Vries et al.,	6



Finance	2018), (DiLiberto et al., 2015), (Chang et al., 2016), (Sainsbury et al., 2017), (Godoy-Ruiz et al., 2015) (Kemal, 2018), (Knight, 2015), (Erami & Keshavarzian, 2015)	3
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2. Discussion

The next sub will discuss the findings of journal articles that have been 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 that exist in the community certainly requires treatment, in particular, that must be done in the solution provided through the concept of collaborative governance which certainly involves 3 main stakeholders namely private, government, and civil society (Ansell & Gash, 2008). On the other hand, of course, we need a shorter understanding that can explain 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 with researchers including (Carpenter, 2019), (Prager, 2015), (Williams & Tai, 2016), and others.

The structure of the collaboration must certainly be clear and have a legal umbrella that makes a collaboration produces a good achievement. Involving many parties certainly, there is a mission that is carried out and therefore it certainly needs to be taken into account by those who want to work across these sectors. A legal umbrella that is made of course through a long policy process so that the government must have a strong and pro-government to 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 capabilities and capabilities of the community so that it will become a social capital later (Trigilia, 2001). Through this social capital, the community will be considered to be a stakeholder who has sufficient capability and ability to be able to carry out collaborative governance together with the government and the private sector if there is a conflict.

b. RQ 2

The second problem statement is about conflicts that can be resolved through collaborative governance in the 2015-2019 timeframe. Researchers see based on the results in (see. Table 3) showing that resource conflicts have been the most studied conflicts over the past 5 years. Resource conflicts have a huge impact on people's lives, including the impact on the economy which will be hampered, rising crime rates, high unemployment, and also hampered some 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 and the private sector as well as the community certainly have the potential for conflicting resources both in human resources and natural resources which lead more to exploitation activities to meet daily human needs.

Besides, the conflict so far 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 this resource. 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). Based on good management this 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 able to be neutral and impartial among parties involved in the conflict. It can be feared that it will lead to greater conflict so that it 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 that researchers found through a database. The first problem regarding the implementation of collaborative governance in conflict resolution is the structure of cooperation and policies that are more directed towards a better system to be implemented and have good law in carrying out collaborative governance. Then community plan making, which provides an opportunity for the community to increase its capabilities into a social capital supports collaborative governance. Whereas 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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