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**THE IMPACT OF MEDIATOR TRAINING ON RELIGIOUS LEADERS IN RELATION TO EFFORTS AIMED AT MAINTAINING HARMONY THROUGH THE MEDIATION PROCESS IS EXAMINED THROUGH A QUALITATIVE EXPLORATORY APPROACH FOCUSING ON THE ROLE OF HUMAN RESOURCES**

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**ABSTRACT**

The objective of this writing is to explore the role of mediators within organizations, emphasizing their function in assisting parties without imposing their own views or judgments on the issues at hand during the mediation process. Mediators are required to prepare a proposed schedule for mediation meetings to be discussed and agreed upon by the involved parties. Should the mediation result in a peace agreement, it must be documented in writing and signed by both parties and the mediator. The significance of utilizing mediation lies in its capacity to serve as a more expedient and cost-effective dispute resolution process, which also enhances the parties' ability to reach satisfactory solutions that uphold a sense of justice. Several factors contribute to mediation being an ideal alternative for dispute resolution: it is generally less expensive and time-consuming, it employs a more persuasive approach, particularly when supported by respected figures acknowledged by both conflicting parties, and it allows for a broader discussion of issues. The mediator's role is to act as a neutral intermediary who facilitates the negotiation process. This research employs a qualitative descriptive exploratory method, utilizing in-depth interviews and data analysis through NVivo. The findings indicate that in resolving industrial relations disputes, the mediator's role is crucial in fostering harmonious and equitable industrial relationships. This contribution offers a broader perspective on the significant outcomes that can enhance social harmony within a community at large.

**KEYWORDS:** - The training program, human resource development, conflict management, and descriptive qualitative approach, NVivo.

**JEL Classification:** B41, F68, G34, G38.

## 1.0 INTRODUCTION

The term "conflict" refers to a situation in which opposing forces or interests collide, leading to a struggle or disagreement. This phenomenon can manifest in various forms, including interpersonal disputes, social tensions, or international confrontations, and often arises from differing values, beliefs, or objectives. The dynamics of conflict can be complex, involving emotional, psychological, and contextual factors that influence the behavior of the parties involved. Understanding the underlying causes and potential resolutions of conflict is essential for fostering effective communication and promoting peaceful coexistence. Mediation refers to a structured process in which an impartial third party facilitates communication and negotiation between conflicting parties to help them reach a mutually acceptable resolution. This approach is often employed in various contexts, including legal disputes, workplace conflicts, and interpersonal disagreements, as it encourages collaboration and understanding rather than adversarial confrontation. The mediator's role is to guide the discussion, ensuring that each party has the opportunity to express their views and interests while fostering an environment conducive to problem-solving. By focusing on the underlying issues and promoting dialogue, mediation can lead to outcomes that are satisfactory to all involved, thereby preserving relationships and reducing the likelihood of future conflicts.

Mediation is a dispute resolution process conducted within a specific institution, characterized by negotiations or consensus among the parties involved, facilitated by a mediator who lacks the authority to impose or enforce a resolution. Generally, the mediator plays a crucial role in the mediation process, acting as a neutral intermediary who oversees the negotiation proceedings. This includes the ability to hold private meetings with one party, known as caucusing, as well as coordinating mediation schedules with all parties involved. Additionally, the mediator is responsible for providing a platform for the parties to articulate their issues and propose potential resolutions.

The process of training involves the systematic development of skills and knowledge through various instructional methods and practices. It is essential for enhancing individual capabilities and improving overall performance in specific tasks or roles. By engaging in training, individuals can acquire new competencies, refine existing abilities, and adapt to evolving demands within their professional or personal environments. This continuous learning process not only fosters personal growth but also contributes to organizational effectiveness and innovation.

The concept of harmony encompasses a state of balance and agreement among various elements, resulting in a pleasing and cohesive whole. It is often associated with the idea of different components working together seamlessly, whether in music, art, or interpersonal relationships. This notion of harmony suggests an absence of discord, where diverse parts contribute to a unified and

aesthetically satisfying experience. In essence, harmony reflects the intricate interplay of differences that culminate in a sense of tranquility and order. The advancement of individuals in a manner that fosters balance and unity is essential for societal progress.

The region has been able to maintain a harmonious and peaceful coexistence among its religious adherents primarily due to two factors. Firstly, the early detection of potential religious conflicts has been effectively implemented, allowing for the swift resolution of issues, whether they arise from individuals or groups, that could escalate into larger conflicts. Secondly, a strong synergy has developed among the Ministry of Religious Affairs, the Forum for Religious Harmony (FKUB), and the Regional Leadership Coordination Forum (FORKOPIMDA). Over the past four years, Papua has seen a continuous improvement in its religious harmony index, achieving a notable ranking of second nationally in 2021, following NTT, with a commendable score in this index. This achievement reflects the reality of a community that lives in peace and unity, as there have been no recorded inter-religious conflicts that disrupt the harmony of religious life. Nevertheless, it remains essential to remain vigilant against the emergence of religiously motivated conflicts, as such occurrences could undermine the foundations of coexistence and harmony among different faiths.

The potential for religious conflict is highly sensitive and can be likened to a ticking time bomb that requires prompt and effective management to prevent escalation. Consequently, there is a pressing need for professional agents equipped with conflict resolution skills who are prepared to act as mediators when religious tensions or conflicts arise. The implementation of training programs is anticipated to produce a workforce capable of addressing both potential disputes and those that have already occurred. The knowledge, understanding, and skills acquired through such training will serve as invaluable assets. A comprehensive grasp of conflict resolution policies and their practical application, particularly through Alternative Dispute Resolution mechanisms, whether in or out of court, is essential. Additionally, the ability to map and analyze potential disputes or conflicts is a critical skill that participants will develop.

Further, the continuous and systematic training, along with well-structured training activities, will produce professional mediators who are prepared to assist the Regional Office of the Ministry of Religious Affairs and relevant stakeholders in conducting mediation and reconciliation efforts to resolve conflicts. This training team comprises individuals who possess a deep understanding and experience in multidisciplinary fields and dispute resolution issues, and who are certified educators as well as practicing mediators accredited by the Supreme Court.

The study of conflict management represents a significant area of inquiry within Dempster–Shafer theory, particularly as it addresses the counterintuitive challenges associated with the aggregation of results. Current methodologies in conflict management involve the allocation of diminished weight to conflicting evidence, thereby mitigating its impact on the overall outcome of the combination process (N. Wang & Wu, 2020a, 2020b) (Wang et al 2017).

The formulation of the research problem and questions encompasses several key inquiries: First, to what extent do religious leaders continue to serve as references for mediating conflicts in Indonesia? Second, in what ways do these religious figures typically engage in conflict resolution

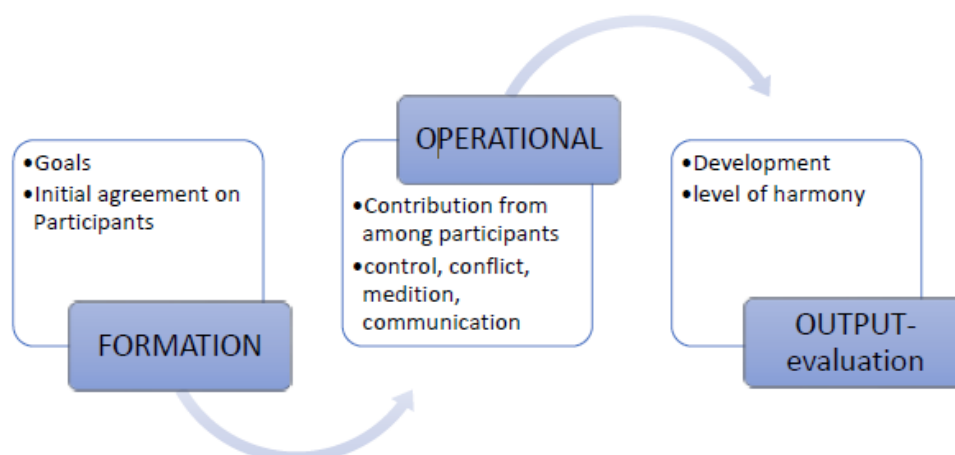
through traditional methods, particularly by providing counsel? Third, how is the training of conflict mediators conducted in accordance with standardized mediation concepts? Lastly, what role does mediation play in achieving harmony within communities? In order to advance empirical investigation, the researcher examines the principles of conflict theory alongside pertinent human resource training methodologies, which include both conflict management theory and human resource training theory, all situated within the broader context of human resource management and its evolution.

## 2. THEORETICAL STUDY OF HUMAN RESOURCES

The development of construct validity, as articulated by Wahyuni (2023), encompasses the fulfillment of specific criteria, which include: first, the construct must exhibit semantic congruence with its intended meaning, particularly in the context of this research, which focuses on mediators, harmony, conflict resolution, and the appropriate roles of training and human resources; second, there must be direct empirical evidence supporting the constructed elements, again relevant to the themes of mediators, harmony, conflict resolution, and the roles of training and human resources; and third, the research should provide empirical evidence grounded in theoretical frameworks that underpin the relationships among the constructed elements, specifically concerning mediators, harmony, conflict resolution, and the appropriate roles of training and human resources.

Based on the theoretical framework of strategic alliances developed by Sriwahyuni (2024), this research adopts a case study approach that encompasses several variables. These variables include the formation of the research objectives and the initial rationale, the preliminary agreement among all participants involved in the study, the operational contributions of the participants, the oversight of training activities and mediation processes, the potential for conflict, relevant mediation and communication processes, the evaluation of interpersonal harmony, and the development of community alliances. Additionally, the coding system applied to these variables is also outlined: 1). Goal, 2). Agree, 3). Participants 1, 4). Cont-1, 5). Conf, 6). Med and Comm, 7). Krk, and 8). Dev.

The research model utilizing a qualitative approach grounded in case study methodology is illustrated in Figure 1 below (G. G. Wang & Doty, 2022a):



**Figure 1.** An illustrates the theoretical framework of the research model concerning strategic alliances.

To enhance empirical exploration, the researcher delves into the understanding of conflict theory and relevant human resource training, which encompasses conflict management theory and human resource training theory, grounded in the framework of human resource management and its development (Ainslie & Huffman, 2019).

### **The theory of conflict management encompasses**

The theory of conflict management encompasses various strategies and frameworks aimed at understanding and addressing disputes within organizations or groups. This theoretical approach examines the underlying causes of conflict, the dynamics involved in conflict situations, and the methods employed to resolve disagreements effectively. By analyzing the interactions between conflicting parties, this theory seeks to provide insights into how conflicts can be managed constructively, ultimately fostering a more harmonious and productive environment (Ferine et al., 2021; Pande & Kumar, 2020).

The theory of conflict management, as developed by various scholars, posits that individuals and groups within society strive to maximize their wealth and power. Based on the dimensions of cooperation and assertiveness, Thomas and Kilmann identified five distinct styles of conflict management: competing, collaborating, compromising, avoiding, and accommodating. Conflict management encompasses the necessary efforts to prevent and mitigate conflicts, thereby reducing risks and ensuring that organizational performance remains unaffected. Blake and Mouton further contributed to this field by proposing five models for managing interpersonal conflicts, which include the forcing model, avoiding model, smoothing model, compromising model, and problem-solving model. An individuals can employ various strategies or styles in conflict management, namely integrating, obliging, dominating, compromising, and avoiding. The process of conflict management is typically divided into three stages: analysis, assessment, and resolution. Effective management of conflicts requires a comprehensive understanding of their sources, underlying factors, involved parties, types, and resolution models, with key elements of conflict comprising the presence of opposition, conflicting parties, situational dynamics, and the goals, interests, and needs at stake (Song et al., 2021; Tabassi et al., 2019).

Effective conflict management is crucial in preventing divisions within an organization. As your organization gains experience in resolving conflicts among team members, both your skills and those of your colleagues in conflict resolution will become increasingly refined. Essentially, conflict resolution is viewed as an effort to address the underlying causes of disputes and to resolve conflicts by fostering new, sustainable, and positive relationships among opposing groups or parties. Conflicts among various participants are a prevalent challenge in project management, irrespective of the delivery system employed. Given its significance, conflict has been extensively examined from multiple perspectives. For example, conflicts among stakeholders in construction projects arise from divergent interests, which can lead to behaviors that mutually influence one another. Research has highlighted the role of impact assessment processes in mediating these conflicts, particularly in the context of hydropower construction projects. A comprehensive model has been proposed to illustrate the dynamics of conflict in construction, encompassing six components: project characteristics, conflict factors, conflict events, client reactions, actions of key agents, and the outcomes of conflicts. Additionally, some scholars have focused on the conflicts

that arise with external stakeholders, revealing the detrimental effects of such conflicts on community development initiatives and advocating for a sustained focus on stakeholder relationships throughout the project lifecycle. Further studies have also explored external conflicts in government-funded projects amid the evolving landscape of the construction industry (Huo et al., 2021; Lee & Wang, 2023; G. G. Wang & Doty, 2022b)

Conflicts are an inevitable occurrence in collaborative environments, arising from perceived incompatibilities among individuals involved. The existing literature categorizes conflicts into three primary types: task, relationship, and process conflicts. Task conflicts pertain to disagreements among team members regarding ideas, perspectives, and approaches related to the specific task at hand (Jehn, 1995). In contrast, relationship conflicts involve personal disagreements and incompatibilities that are unrelated to work, such as issues stemming from social interactions or gossip. Process conflicts, on the other hand, focus on disputes concerning the allocation of responsibilities and resources, essentially revolving around the questions of who should undertake specific tasks and who bears responsibility for various outcomes. Theoretical frameworks and empirical studies present varying viewpoints on the implications of conflict within groups. While some perspectives suggest that conflict can be harmful to group dynamics and overall performance by disrupting processes, impairing decision-making and stifling creativity, others highlight its potential to foster constructive dialogue. Nevertheless, within workgroups, conflict often constrains attention and diminishes the collective problem-solving capabilities of the group. When faced with conflict, members may divert their focus from essential tasks to engage in resolution efforts, avoidance, or confrontation, ultimately detracting from task performance. Empirical research consistently underscores the negative ramifications of intergroup conflict, illustrating its adverse effects on group functionality and effectiveness (Rispen et al., 2021).

### **The theory of human resource training encompasses**

The theory of human resource training encompasses the systematic approach to enhancing the skills, knowledge, and competencies of individuals within an organization. This framework emphasizes the importance of structured learning experiences that are designed to align with the strategic objectives of the organization, thereby fostering both personal and professional development. By implementing effective training programs, organizations can cultivate a more skilled workforce, ultimately leading to improved performance and productivity (Johnson et al., 2023; Rațiu & Oroian, 2012).

A case study led by participants, as presented in the training, reveals persistent themes within the professional training context and underscores the importance of this investigation through its illustrative examples. This case study serves as a foundational element for the broader research. It specifically addressed the contentious issue of whether the ministry should permit the International Committee of the Red Cross (ICRC) access to areas controlled by opposition forces for the purpose of delivering and distributing medical supplies. Drawing on the real-life experiences of four training participants, who included humanitarian professionals knowledgeable about the opposition and mid-level government officials, the study highlighted their collaborative efforts despite their differing affiliations in the conflict. These individuals chose to engage with a real-world scenario of shared concern to practice the conflict intervention skills they had recently acquired. Consequently,



the case study offered a unique opportunity for them to utilize their training in a secure environment, allowing for a joint exploration of a viable solution to the pressing issue at hand. Through comprehensive discussions, the participants articulated their analyses and shared their proposals in a plenary session, identifying the primary objectives and needs in severely conflict-affected regions lacking humanitarian access, reputation as a competent international humanitarian organization, and ensuring ongoing funding to support its operations by achieving success in its humanitarian missions. The group recognized the challenge posed by the need to enter opposition-held territories as a significant barrier to ability to meet these objectives. Conflict intervention training facilitates a shared understanding among participants from opposing political backgrounds, enabling them to perceive their conflict as a collective challenge and to critically examine their entrenched beliefs regarding the situation. This shared experience of confronting deep-seated assumptions renders the parties involved more vulnerable to dialogue and potential resolution (Arai, 2019).

As anticipated, the assessment of the reform package advocating for a training guarantee is influenced by the experts' organizational affiliations, with those representing employers and business organizations exhibiting a notably more critical stance than other stakeholders. Their opposition to the concept of a 'training guarantee' is justified by their assertion that such initiatives should prioritize corporate interests over those of young individuals, positing that companies serve as the more appropriate environments for learning and attributing the challenges within the training market to the personal shortcomings of the youth. Ultimately, it can be inferred that the underlying motivations for their discussions regarding disadvantaged youth stem from regulatory policy disputes between the educational and economic sectors, with the latter seeking to leverage this discourse to shape the overarching conditions governing education and training in a manner that aligns more closely with its own perspectives (Granato, 2015).

### 3. METHODS

This study employs a qualitative methodology to establish a research design focused on conflict management and human resource training, which serves as a blueprint for data collection, measurement, and analysis derived from qualitative data obtained through in-depth interviews. The research, utilizing a qualitative approach with in-depth interviews, encompasses four applications for case studies: first, it elucidates the complex causal relationships associated with conflicts occurring within an institution; second, it illustrates instances where mediation interventions have been implemented; third, it provides a comprehensive depiction of mediation interventions; and fourth, it seeks to explore various scenarios related to conflict management, mediation training, and the levels of institutional organizational harmony, which are assessed as lacking a clear set of outcomes (Sekaran dan Bougie, 2016).

The model protocol case study encompasses several variables, including the formation of research objectives aimed at exploring the role of mediators within organizations. This exploration seeks to assist parties without imposing or disrupting their perspectives on issues during the mediation process. It also investigates the extent to which religious leaders are still referenced for mediating conflicts in Indonesia, analyzing their traditional approaches that often involve religious guidance (Ivens et al., 2016; Meikle et al., n.d.; Zittoun, 2020).

Furthermore, the study examines the role of mediator training in conflict resolution, emphasizing standardized mediation concepts, and explores how harmony can be achieved through the mediator's role. Additional variables include the initial agreement among all research participants, the contributions of selected participants who can collaborate in providing both primary and secondary data during in-depth interviews, and the control of training and mediation activities. The study also addresses potential conflicts that may arise, relevant mediation processes and communication, evaluation of interpersonal harmony, and the development of peaceful community alliances. The coding system applied to these variables is also outlined as follows: 1). Goal, 2). Agree, 3). participants, 4). Cont-1, 5). Conf, 6). Med and Comm, 7). Krk, and 8). Dev (Mishra & Dey, 2022; Siu-Lun Ting et al., 2009; Van der Heijden et al., 2020).

#### 4. RESULTS AND DISCUSSION

The process of mediation in a conflict scenario involves the facilitation of dialogue between disputing parties, aiming to reach a mutually acceptable resolution. This approach emphasizes the importance of communication and understanding, allowing individuals to express their perspectives and grievances in a structured environment. By employing a neutral third party, mediation seeks to alleviate tensions and foster collaboration, ultimately guiding the involved parties toward a constructive outcome that addresses their underlying interests and concerns (Bhat et al., 2018; Brummans et al., 2022; Kim & Chung, 2023).

The result of reference review based on the previous research as follows in Table 2 and Table 3 as below to indicate the main theme and sub theme in this review based on previous research:

<Files\arai-2019-conflict-intervention-training-as-strategic-convening-lessons-from-syria> - § 201 references coded [1,34% Coverage]

Reference 1 - 0,01%

Coverage journal of Article  
Conflict Intervention Training as Strategic Convening

Reference 2 - 0,01% Coverage

Arai School of Peace and Conflict Studies, Kent State University, Kent

Reference 3 - 0,01% Coverage

to intervene in active armed conflict. A case study of Syria

Reference 4 - 0,01% Coverage

purposefully organized activities that bring conflict parties together

from across lines Reference 5 - 0,01% Coverage

helps foster enabling conditions for conflict management and resolution. Building on

Reference 6 - 0,01% Coverage

patterns of their thinking about conflict management, coexistence, and reconciliation across



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the critical roles of pragmatic **conflict** management skills as well as

Reference 8 - 0,01%  
Coverage development  
resources.

Keywords Syria, training, **conflict** management, conflict resolution, humanitarian assistance

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Keywords Syria, training, conflict management, **conflict** resolution, humanitarian assistance, action research

Reference 10 - 0,01% Coverage

training design and delivery for **conflict** intervention. The aim of the

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midst of an ongoing armed **conflict**. In this inquiry, conflict intervention

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armed conflict. In this inquiry, **conflict** intervention is defined as a

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reverse destructive manifestations of social **conflict**. Two of the well-known

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the well-known types of **conflict** intervention are conflict resolution (removing

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types of conflict intervention are **conflict** resolution (removing and overcoming sources

Reference 16 - 0,01% Coverage

and overcoming sources of destructive **conflict**) and conflict management (controlling and

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sources of destructive conflict) and **conflict** management (controlling and mitigating destructive

Reference 18 - 0,01% Coverage

and mitigating destructive manifestations of **conflict**). Conflict intervention trainings, then, refer

Reference 19 - 0,01% Coverage

mitigating destructive manifestations of conflict). **Conflict** intervention  
trainings, then, refer to **Reference 20 - 0,01% Coverage**  
capacities, and awareness useful for **conflict** intervention. The geographic context of

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intervention. The geographic context of **conflict** intervention under study is Syria

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Arai, School of Peace and Conflict Studies, Kent State University, 113

Reference 23 - 0,01% Coverage

meaningful dialogue. Yet, individuals from **conflict**-affected societies often find ways to

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in the midst of active **conflict** is conflict intervention training (Fisher

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midst of active conflict is **conflict** intervention training (Fisher, 2005). In

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intervention training (Fisher, 2005). In **conflict** intervention trainings carried out in

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out in the midst of active **conflict**, parties from different sides of the

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all of which tend to encourage **conflict** parties to discuss sources of their

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parties to discuss sources of their **conflict** and resolution options, training typically

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typically focuses only on building skills. **Conflict** parties attending trainings can later

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skills to resolve their own **conflict**. Training is thus generally less

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less demanding and threatening to **conflict** parties than negotiation, dialogue, and

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discovery, and empowerment for  
peacebuilding. **Conflict** intervention  
training is nonetheless an

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bring divided sides of the **conflict** to the same space, often

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with skillfulness and a vision, **conflict** intervention training can achieve more

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create a unique opening for **conflict** parties to experiment with rare

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this author in conducting three **conflict** intervention training workshops between 2014

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as a means by which **conflict** parties can choose to develop

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such a purposeful use of **conflict** intervention activities in general and

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mind, this article explores how **conflict** intervention practitioners, conflict parties, funders

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explores how conflict intervention practitioners, **conflict** parties, funders, and other stakeholders

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in the midst of armed **conflict**. Our attempt to answer this

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participants undergoing an active armed **conflict**. This part of the inquiry

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concepts that parties in active **conflict** find particularly useful. Such careful

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identifies distinct social functions of **conflict** intervention trainings as contributions to

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article demonstrates not only how **conflict** intervention training can facilitate strategic

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Of conflict intervention skills can help **conflict** parties develop practical means to

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and strong emotions about the **conflict** were noticeable amongst the participants

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skills in community-based mediation and **conflict** intervention with a view towards enabling

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effectiveness in humanitarian work in **conflict** and post-conflict settings. The

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work in conflict and post-conflict settings. The training sessions used

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personal experiences of the ongoing  
**conflict**. This article first reviews  
relevant

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from areas of ongoing armed **conflict**, with an emphasis on conflict

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conflict, with an emphasis on **conflict** management skills and the development

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article identifies distinct functions of **conflict** intervention training as a contribution

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convening contributes to peace and **conflict** research in three complementary ways

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how to design and practice **conflict** interventions systematically  
and holisti-cally

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holistic in the design of **conflict** intervention trainings is realized by

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the midst of active armed **conflict**, insights from both systems thinking

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is the need for systematic **conflict** assessment as well as principled

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as principled, adaptive designs of **conflict** intervention. This article builds on

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dedicated to the convening of **conflict** parties, relationship building, and problem

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Kelman, 2016; Mitchell, 2013), Interactive **Conflict** Resolution (Fisher, 2016), public peace

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Volkan, 2006), and trainings for **conflict** transformation (Lederach, 1995). Effective applications

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contribute to the convening of **conflict** parties and exploring previously unexplored

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the context of active armed conflict. At the heart of this

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different sides of an armed conflict to develop mutually acceptable ways

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creative exploration of the link between conflict intervention training and dialogue. Leading

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how trainings, often organized upon conflict stakeholders' requests, can raise their

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empowering them to carry out conflict resolution dialogues and other forms

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sharply divided sides of a social conflict. In other words, what is

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came from opposing sides of the conflict, they decided to tackle a

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scenario of mutual interest to practice conflict intervention skills they had just

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the people in the severely conflict-affected areas to which humanitarian

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creating a list of inaccessible conflict-affected areas so as to

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expand the scope of their conflict analysis. They include the opposition

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Coverage international  
organizations.

Based on their conflict mapping and analysis, the four

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an objective outsider and a conflict researcher. It was

an actionReference 79 - 0,01% Coverage

proposal sought to manage the  
conflict. Despite the modesty of the

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the modesty and pragmatism of conflict intervention practice, coupled with the

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and achievable changes is important.

Conflict intervention training for participants from

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from societies undergoing active armed conflict must incorporate curriculum designs that

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immediate need of survival. Whilst conflict resolution represents an ideal vision

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the midst of active armed conflict, it can be interpreted as

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power, such well-known methods of conflict intervention as mediation and dialogue

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is a skilful use of conflict management instead of conflict resolution

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of conflict management instead of conflict resolution. The other is the

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adversaries from different sides of the conflict can interact and coexist. Conflict

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conflict can interact and coexist.

Conflict Management With Elements of Conflict

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Conflict Management With Elements of Conflict  
Resolution Conflict management refers to

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With Elements of Conflict Resolution

Conflict management refers to a social

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through which destructive manifestations of conflict are controlled and made less

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with the manifestations. Proponents of conflict management generally view the 294

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for. In contrast, proponents of conflict resolution generally work towards removing

Reference 95 - 0,01% Coverage

the roots of an underlying conflict responsible for the outbreak and



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escalation of violence. To this end, **conflict** resolvers often strive for a

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the sustained presence of social **conflict** feel natural and inevitable (Rubenstein

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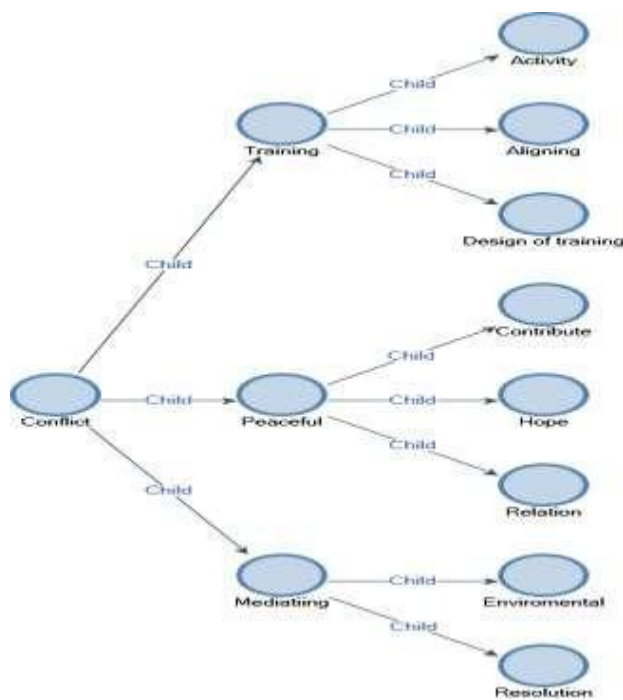
The case study of the **conflict** between the ICRC and the

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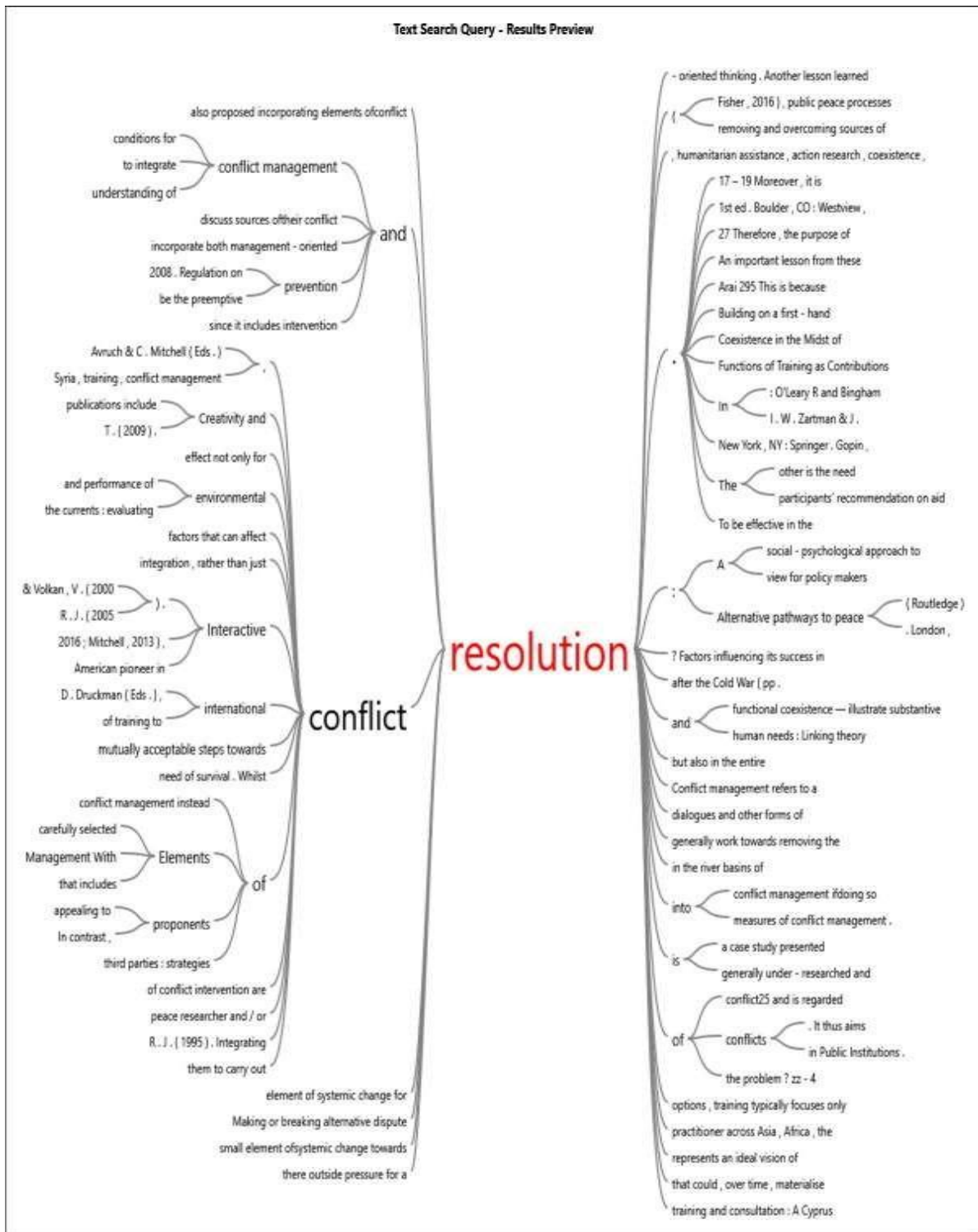
distribution of medical supplies illustrates **conflict** management. Its emphasis on small

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kind of thinking typical of **conflict** management. It is important to



**Figure 2.** The conflict key word and dimension



**Figure 3.** The resolution key word and dimension



Figure 4. The training key word and dimension

### **Mediation serves as an effective and peaceful**

The term "peaceful" conveys a state of tranquility and calmness, often characterized by the absence of disturbance or conflict. It evokes an atmosphere where harmony prevails, allowing individuals to experience a sense of serenity and contentment. This quality can manifest in various contexts, such as in nature, interpersonal relationships, or societal conditions, where the absence of tension fosters a conducive environment for reflection and relaxation. The essence of being peaceful is not merely the lack of noise or chaos, but rather the presence of a deeper, more profound sense of well-being and stability (Kim & Chung, 2023).

Mediation serves as an effective and peaceful method for resolving disputes, providing a means for the involved parties to achieve satisfactory and equitable outcomes. It facilitates broader access to resolution for all stakeholders, emphasizing that reconciliation is the most favorable approach to address conflicts among disputing parties. The mediation process typically encompasses several stages, which include: initiating the mediation by properly introducing the mediator and the parties involved; formulating the issues and establishing an agenda to ensure a structured communication flow; revealing both hidden and identified interests based on mutual trust; generating and proposing dispute resolution options through friendly communication while maintaining a positive focus; conducting a thorough analysis related to the proposed resolution options; engaging in final negotiations; reaching a formal agreement; and fostering a long-term and sustainable spirit of unity among individuals. The individuals or entities involved in the process of mediation. The resolution of conflicts through mediation involves a structured process where a neutral third party facilitates communication and negotiation between the disputing parties, aiming to reach a mutually acceptable agreement. The term "effective" denotes the capacity to produce a desired result or outcome, highlighting the efficiency and success of a particular action or strategy in achieving its intended goals (Braun et al., 2013; Groves, 2020; Kim & Chung, 2023; Rehmani et al., 2023).

The conflict management decision-making framework proposed in this research is noteworthy as it serves as a foundational study for a methodological approach grounded in scientific principles, particularly from the perspective of policy consistency, an area that has been largely overlooked in the field of conflict management. By utilizing this framework, we can introduce a novel alternative for addressing conflicts, and its application to contentious has demonstrated its effectiveness from a systematic standpoint (Song et al., 2021).

Training programs designed for mediators focusing on religious leaders are essential for fostering effective communication and conflict resolution within diverse faith communities. These initiatives aim to equip religious figures with the necessary skills to navigate complex interpersonal dynamics and promote understanding among differing belief systems. By enhancing their mediation capabilities, religious leaders can play a pivotal role in addressing disputes and facilitating dialogue, ultimately contributing to social cohesion and harmony within their congregations and beyond (Johnson et al., 2023; Rațiu & Oroian, 2012).

### **Preserving equilibrium**

The concept of harmony refers to a state of balance and agreement among various elements, creating a pleasing and cohesive whole. It encompasses the idea of different components working

together in a way that enhances their individual qualities while contributing to a unified experience. In various contexts, such as music, art, and interpersonal relationships, harmony signifies the successful integration of diverse aspects, leading to a sense of tranquility and satisfaction. Maintaining the integrity of a subject or object is essential for ensuring its longevity and continued relevance. The concept of equilibrium refers to a state of balance or stability within a system, where opposing forces or influences are in a condition of equal strength, resulting in no net change. This state can be observed in various contexts, where the interactions among components lead to a harmonious arrangement. In essence, equilibrium signifies a point at which all factors are in a state of balance, allowing for the maintenance of order and predictability within the system (Olsen et al., 2022).

#### **4. IN CONCLUSION**

Religious leaders continue to serve as key figures in mediating conflicts in Indonesia. Traditionally, these leaders have approached conflict resolution through religious guidance, often providing advice without formal training in mediation techniques. However, with the introduction of mediator training, conflict resolution has evolved to incorporate standardized mediation practices. The effectiveness of the protocol case study model has been validated through qualitative research methods, particularly case studies and in-depth interviews with selected expert participants.

This research encompasses several variables: first, the formation of research objectives aimed at exploring the role of mediators within organizations, specifically how they assist parties without imposing their views during mediation, and examining the extent to which religious leaders are still consulted in conflict resolution in Indonesia. It also analyzes the traditional methods employed by these leaders, the impact of mediator training on conflict resolution through standardized mediation concepts, and the potential for achieving harmony through the mediator's role. Second, there is an initial agreement among all participants in the study. Third, the operational aspect involves contributions from selected participants who collaborate to provide both primary and secondary data during in-depth interviews. Fourth, there is a need for control over training and mediation activities. Fifth, the potential conflicts that may arise are considered. Sixth, the processes of mediation and relevant communication are examined. Seventh, the evaluation focuses on the level of human harmony achieved. Lastly, the research aims to develop peaceful.

In a state of tranquility, the harmony encompasses a state of balance and agreement among various elements, often resulting in a pleasing and cohesive whole. It is frequently associated with music, where different notes and rhythms combine to create a melodious experience, but it also extends to other domains such as art, nature, and interpersonal relationships. In essence, harmony signifies the successful integration of diverse components, fostering an environment where they coexist in a manner that is both aesthetically and functionally satisfying. The peaceful conveys a state of tranquility and calmness, often characterized by the absence of disturbance or conflict. It embodies a sense of serenity that can be experienced in various contexts, whether in nature, interpersonal relationships, or within oneself. This quality is essential for fostering harmonious environments and promoting wellbeing, as it allows individuals and communities to thrive without the pressures of discord or unrest.

Effective management of conflict is essential in various organizational settings, as it plays a crucial role in maintaining a harmonious work environment and fostering collaboration among team members. By employing strategic approaches to address disagreements and misunderstandings, organizations can not only mitigate potential disruptions but also enhance overall productivity and morale. Understanding the underlying causes of conflict and implementing appropriate resolution techniques can lead to improved communication and stronger relationships within teams, ultimately contributing to the achievement of organizational goals.

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