



Social Conflict Mitigation between Mining Workers: A case study of PT. Kaltim Prima Coal company of Indonesia

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ABSTRACT

Mitigation of social conflicts in mining focuses on the problems of conflicts between indigenous workers and foreign workers. The conflict itself is caused by two sources, namely the management of coal mining companies and the subjective pattern of communication between workers. This conflict was mediated by stakeholders from Dayak adat leaders and trade unions. This research method is descriptive qualitative involving six informants consisting of company leaders, trade unions, laborers, traditional leaders and youth. Data collection techniques are interviews and FGDs, then the data analysis method uses Miles & Hubberman. This research, which is located in East Kalimantan, categorizes the types of internal and external conflicts to how to resolve them through conflict mitigation. The recommendations of this research are regarding methods, conflict mitigation implementation models and reporting of supporting factors that hinder their implementation.

Keywords: Social Conflict Mitigation, Mining Worker, Policy Implementation.

1. INTRODUCTION

Mining is the largest foreign exchange contributor sector, but the existence of mining activities is a problem in a number of circles. Where these criteria can be seen from the results of a feasibility study from an economic, business technical perspective, and regarding environmental impacts and post-mining planning. (Harahap et al., 2020). The ideal mining criteria are adjusted to the geographical conditions of the region and country. Mining is also related to development and social investment. This is also an entry point for zero value mining (Esteves, 2008). The mining business raises many pros and cons in many circles. The reaction of acceptance of the community around mining is due to the growth of socio-economic and cultural life. Meanwhile, the rejection reaction due to anxiety and the experience of the negative impact is greater than the positive impact of the activity. The community also suffers from negative impacts in the form of declining environmental quality and marginalization of original economic activities due to the presence of mining. On the other hand, there are groups who care about environmental safety who will always refuse mining activities that damage the environment (Ahern et al., 2011; Haryadi & Saputra, 2020; Ivannikov et al., 2019; Urošević et al., 2018).

These pro and contra reactions to mining often also lead to serious social conflicts (Carvalho, 2017; Ding et al., 2017; Qiao et al., 2017). Another effect is that health in China is affected by iron mining (Zhang et al., 2012), Kenyans experience shortness of breath due to gold mining (Ogola et al., 2002), In Canada mining damages the environment and people's breathing (Noble, B. F., & Bronson, 2005). One of the conflicts that occurred in Indonesia was in PT. Kaltim Prima Coal (PT. KPC) which is engaged in the largest coal mining sector in Indonesia. The problem that occurs is that there are several internal and external conflicts between mining companies involving workers and communities living around mining sites. The problems that occur in mining worker conflicts, among others, are the biggest discrimination in roles and positions (Prayogo, 2010), In addition, there are also layoffs, economic disparities and feelings of sensitivity (Hariady, 2008). Another thing is the difference in wages, working hours, social security with K3 principles: occupational health and safety, intimidation and criminalization of management against unions (Al Zuhri, 2015; Hontong et al., 2016; Lumintang & Suwu, 2018).

In 2013, there was a gap in the distribution of time and wages for foreign and indigenous workers. Where foreign workers are not affected by additional work of up to 12 hours, while indigenous workers experience this with unbalanced wages (Prima, 2013). In addition, representatives of local workers are often not involved in coordination meetings conducted by the management, because negotiations with local workers are often deadlocked (Kemp, 2001). Mining activities are not new and indeed may have started in Neolithic (Chalcolithic) times to obtain the first metals for tool fabrication (Hiibel et al., 2011). This case is still ongoing because

it is related to land disputes with the local community for compensation of 7273.5 hectares. The company promised to pay Rp 10 billion to end a dispute with the Bengalon community in February 2001, but the company refused to settle another issue with 600 farmers for Rp. 3.3 billion of which 3,000 hectares of smallholder land were taken by the company This explains that conflict mitigation in mining areas must have a clear concept and involve the active participation of local residents and active elaboration with local stakeholders (Taufik, 2017).

The activity that has been carried out to deal with the conflict between workers and the community is Corporate Social Responsibility (CSR). CSR activities are considered suitable programs to be applied in resolving disputes and conflicts in mining areas. However, in practice there has been no conflict mitigation activity carried out by PT. KPC. In Yuniarti (2018) conflict mitigation includes structural and non-structural by using participatory and self-help methods. However, as previously explained, many implementations are carried out outside the initial concept of conflict mitigation. Based on the literature review and data above, this study aims to create a re-conceptualization related to mitigating conflicts between workers at PT. KPC.

2. RESEARCH METHODOLOGY

This research is an qualitative research analysis. While, the analytic process is then further elucidated by a unique analysis of variation in practice, based on the principles underlying that practice (Ridder, 2014). This study uses an in-depth analysis and describes the condition of the problem from the study site by using the steps of Miles & Huberman (1994) to reveal that an in-depth study of the situation and setting is needed. The research approach used to uncover situations and settings that are good according to Miles and Huberman is a qualitative approach. Stages that are passed are a) data collection, b) reductive data, c) data display, d) drawing conclusions/verification (Miles et al., 2013)(Ridder, 2014). Data analysis is carried out in a process, the process means that the implementation has been carried out since the data collection and carried out intensively, that is, after leaving the field, the job of analyzing the data requires an effort to focus attention and direction of the physical and mind energy of the researcher and in addition to analyzing the data, the researcher also needs to explore literature to confirm or justify new theories that might be discovered. Informants in this study are company management, stakeholders and workers. Data collection techniques are carried out using stages: observation, documentation, interviews, FGD and literature studies to supplement data from reliable sources.

3. RESULT AND DISCUSSION

3.1. Mitigation of Social Conflict among Miners

The triggers for conflict in the mining sector are often due to the nature of breaking the agreement, increasing demand (the rising demand), the interests of outsiders (provocations), the echo effect factor (echo effect), negative response factors by the government/parliament and the rising demand factor from society. The community in question is, of course, the community around the affected mining area. The approach taken in handling conflict consists of a compensation approach and a participatory approach that has been widely used by companies in handling conflicts. The compensation approach is an approach that uses several factors. This approach is difficult because it determines the standard of the price, it is never satisfactory, negotiations between the parties are not balanced. So from here it's like a ticking time bomb.

The next approach that is commonly used is the participatory approach. The participatory approach is carried out through an engagement approach from the start. The approach through engagement from the outset then continues which requires ongoing explanation of activities. The two parts of the participatory approach require honesty and transparency. Another approach to participation is the involvement of all community members around the mine. Unfortunately, the government prioritizes the compensation approach and participation in conflict resolution rather than using a social justice approach.

Mining conflicts are often seen as governance problems in mining areas. The problem is like the absence of government in remote areas. In addition, the ability to deliver services is low so that citizens' trust in the government is also low. Low trust in local government also occurs because community expectations are not realistic. Meanwhile, the results of the analysis of this research are internal conflicts, foreign workers and natives in the form of differences in wages and overtime, facilities. Meanwhile, conflicts between indigenous workers consist of differences in habits, performance progress, differences in values and traditions, groups of workers based on regional origin. External conflicts with the community include: environmental damage, and facilities, economic access and changes in cultural values. Mitigation of internal-external conflicts in the form of Corporate Social Responsibility (CSR). The integration of social conflict mitigation is carried out to facilitate the implementation of conflict mitigation methods where the conflict position is very complex. There are integration methods of conflict mitigation, among others: internal and external public involvement, policy synergy, distribution of workers' justice.

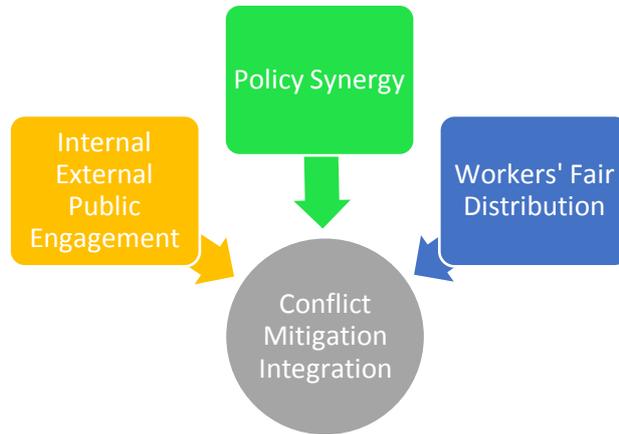


Figure 1. Re-concept Conflict Mitigation Integration Strategy

Meanwhile, the CSR method that is suitable to be applied at PT. KPC is Cause Branding and Venture Philanthropy and media for conflict resolution using websites, social media and publications in mass media and online. Basically the CSR method used in resolving conflicts between workers that occurred internally at PT. KPC involves 2 methods, namely Cause Branding and Venture Philanthropy. What is meant by Cause Branding is a method of implementing CSR using a top down approach. In this case, the company determines the social and environmental problems that need to be addressed. So based on a survey / careful inspection by the company's managerial. While the Venture Philanthropy method emphasizes more on a bottom-up approach, in this case the company helps various non-profit parties in the community as desired by the community (freeing the community to determine the problems they want to solve). So based on the request of the beneficiary/beneficiary, which is then evaluated by the company.

In the Cause Branding method, PT. KPC conducts surveys or polls within the company that are carried out and applied to both foreign and indigenous workers, both those at the managerial level of policy makers and workers in the field. From the top-down aspect, the managerial side held the survey as an effort to indicate or find out potential conflicts originating from below. The key role relied on is the trade unions who have been considered as a forum for workers as well as a forum to facilitate the needs and obligations of the workers. The company makes improvements by issuing policies that have been reviewed and adapted to the conditions of field problems.

While the Venture Philanthropy method prioritizes the role of unions. In other words, companies at the managerial level, prioritize the opinion of the bottom line to handle if there is a conflict. For example, when there is a conflict between the wages of foreign and indigenous workers regarding hours and overtime wages. At the trade union level, deliberation and discussion are held to resolve and bridge these problems. After finishing at the trade union level, the trade union representative brought this issue to the management of PT. KPC. When viewed from a theoretical study, this method is intentionally used to help parse and analyze the source of problems effectively and efficiently.



Figure 2. CSR Method for Social Mitigation of PT. KPC

Based on the description above, the types of conflicts are distinguished based on the sources of internal and external conflicts. Conflict mitigation strategies used in overcoming conflict are adaptation, adoption and innovation. Conflict mitigation is applied based on the type of conflict. The form of internal conflict mitigation is applied in CSR-internal harmony. Meanwhile, to mitigate external conflicts through community CSR.

3.2. Implementation of Social Conflict Mitigation between Miners

The stages of implementing conflict mitigation from PT. KPC consists of planning, implementation, monitoring and documentation as well as communication. The stages of conflict mitigation are adjusted to the type of conflict, a suitable mitigation implementation model for PT. KPC uses four steps communication stages with a combination of conflict mitigation integration strategies: external-internal public involvement, policy synergy, distribution of workers' justice. The CSR model implemented in mitigating social conflict between mining workers always involves two-way communication. This model is a recommendation to be implemented by PT. KPC when carrying out worker conflict mitigation activities. The first CSR implementation model was carried out by PT. KPC is a direct involvement, namely PT. KPC runs CSR directly to the community and workers directly. The company provides cash assistance for the surrounding community who are less fortunate. It also provides budget allocations to increase indigenous overtime wages and facilities for the needs of indigenous workers, including facilities and education costs for the families of workers in PT, KPC itself. Then this cash assistance is handed over directly to the recipient by the company.

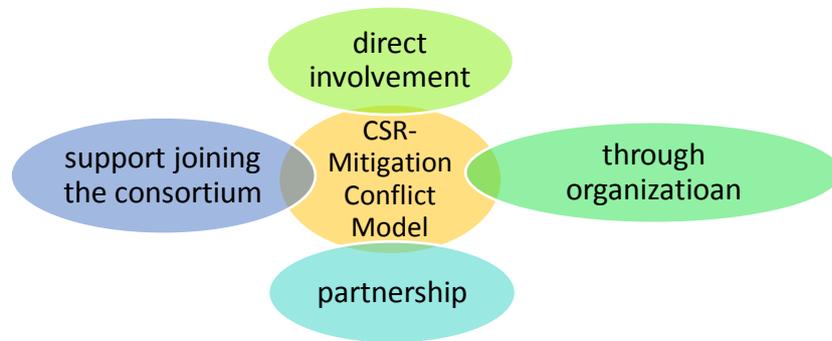


Figure 3. CSR-Mitigation Conflict Model

The type of CSR above has a correlation with social mitigation media carried out by PT. KPC. In the internal public the activities carried out are in the form of improving the welfare and health of workers. PT. KPC itself thinks that this CSR activity is a long-term investment and is a medium of respect and appreciation for the workers in the company. As previously explained, overtime pay, facilities and health programs have been carried out in a sustainable manner to the provision of healthy food menus while in the company environment. The media used in this type of CSR are trade unions and social media owned by workers or groups of workers.

Meanwhile, the type of CSR carried out in the external public is an environmental program. This type of CSR is categorized as the type most widely applied by companies not only in Indonesia but also in the world. Because the company certainly produces waste, regardless of its shape and size, it is guaranteed to have an impact. So the company tries to be responsible by holding environmental programs. For example, the reforestation program, conservation of ex-mining land. Apart from that, there are many other environmental programs, such as waste management innovation, provision of trash bins, and others. The media used are mass media publications and social media, company web management.

The novelty of the discussion of conflict mitigation methods and settlement media based on analysis of policy theory, conflict mitigation and development communication theory relates to appropriate CSR methods in handling worker conflicts. The CSR method is divided into two, namely cause branding and venture philanthropy. In the implementation of cause branding using a top down approach and survey methods and policy observations. Meanwhile, venture philanthropy has a bottom-up approach using evaluation methods and policy hearings. With the above method, a suitable model to be implemented in mitigating worker conflict is through the stages of direct involvement, involving organizations or foundations, establishing partnerships, and supporting further coordination.

The planning stage in CSR activities itself is a basic and basic stage that affects the results of CSR going forward. In this planning stage, there are three main steps used by PT. KPC, namely: a) awareness building, is the first step to build awareness

about the importance of CSR and management commitment. This effort can be done, among others, through seminars, workshops, group discussions, and others. Internally, PT, KPC conducts regular competency training and worker certification activities, soft skills training, workshops and seminars to inculcate the seven basic values of KPC, as well as involving labor unions to hold regular discussions about the complaints of workers in PT. KPC. b) CSR assessment, which is an effort to map the company's condition and identify aspects that need priority attention and appropriate steps to build a company structure that is conducive to effective CSR implementation. As said by a representative from the managerial PT. KPC assessments are also carried out periodically through polls and filling out questionnaires to identify potential conflicts at the lower level. This activity is carried out twice a year. c) CSR manual building, the results of the assessment are the basis for compiling a manual or CSR implementation guideline. Efforts that must be made include benchmarking, digging from references or for companies that want instant steps, the preparation of this manual can be done by asking for help from independent experts from outside the company. This was done but to dig deeper information the managerial did not mention in more detail.

Mitigation of internal conflicts through CSR-internal harmony, including: policies on increasing wages, overtime and safety and health facilities, strengthening of trade unions, training and competency certification. Mitigation of external conflicts through CSR includes: land conservation, scholarships, health facilities, disaster management assistance and the availability of electricity and employment opportunities. The implementation of worker conflict mitigation targets the health and safety aspects of workers as well as the safety of mining operations.

3.3. Supporting Factors and Inhibiting Factors for Mitigation of Mine Worker Conflict

Mitigation of social conflicts and changes in awareness, economy and education of workers and local communities are also prioritized based on the Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia Number 26 of 2018. Where related to mining safety provisions which often trigger conflicts between workers and managers, they are divided into two namely mining occupational safety and health; and safety of mining operations.

Mining safety and health in this case has been realized by PT. KPC in Occupational Safety and Health (K3) in Indonesian Mineral and Coal Mining. The basis for fulfilling the SMK3 is as a guarantee for mining companies for the safety and health of workers in every mining operational activity, which should be safe, efficient and productive. The coverage of K3 which has been organized by PT. KPC is a) mining work safety; b) mining occupational health; and c) mining working environment.

Mining carried out by PT. KPC to be able to raise the opinion of the East Kutai Regency. From the results of coal mining, the company gives a few percent to the local government. Therefore PT. KPC makes the economy stretch in the City slowly increasing. The specifications for the realization of the above work safety are as follows related to mining work safety including: risk management; work safety program (prevention of accidents, fires, and other dangerous events); work safety education and training; work safety administration; emergency management; work safety inspections; and accident prevention and investigation. Whereas in mining occupational health, it includes worker/labor health, hygiene and sanitation, ergonomics, food, beverage and nutrition management for workers/laborers, and/or diagnosis and examination of occupational diseases. For the mining work environment, it contains company regulations, measurement, assessment, and control of working environmental conditions.

Meanwhile, the cultural heterogeneity of the local community affects the occurrence of conflicts between workers and conflicts with the community. Conflict approach The conflict approach used includes adaptation, adoption and innovation. So the method of internal harmony develops a mutually beneficial relationship. The strategy that becomes the reference is the message communicating the company culture. By looking at some of the conflicts that had occurred internally and externally, PT. KPC, basically it can be underlined that the conflict approach used by the PT. KPC covers adaptation, adoption and innovation. It can be explained that the adaptation was carried out by a) the seven basic values of KPC more or less adapted from the Dayak tradition, b) the policies taken also took into account the traditions of the community, c) the communication style adapted to the communication style of the local community. Meanwhile, in terms of adoption, it includes a) the basic values of KPC adopting the culture of the local community, b) conflict resolution methods, c) cultural acculturation. Innovation is carried out by considering a) the traditions and values of the local community, b) decision and policy making, c) facilities, infrastructure and facilities.

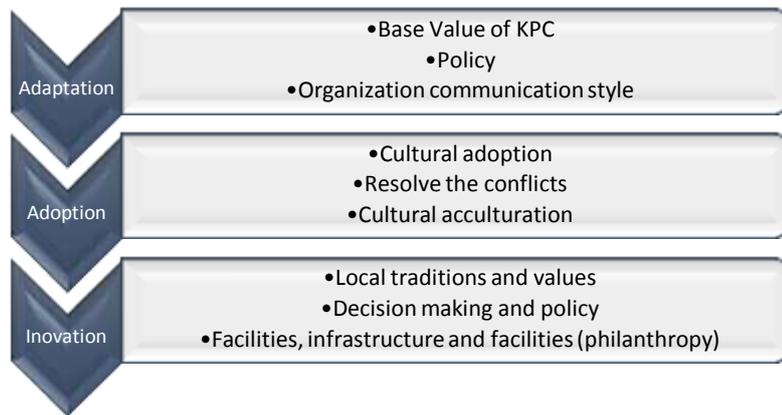


Figure 4. Conflict Mitigation Strategy in Facing Local Culture and Worker Habits

Workers at PT. KPC has an umbrella in the form of labor unions, both local and foreign workers, to foreign workers. All rights are protected through trade unions. And functioned as a forum for conflict mediation and convey the aspirations of all foreign and indigenous workers. In this case the rights are given equally. The implementation of labor obligations is also evaluated in the labor union. For example, relating to performance improvement or performance progress. If there is a decrease in performance, then it is discussed in the trade union deliberation at PT. KPC.

Meanwhile, the role of local residents in protecting the commodities and natural wealth in East Kutai land is at the forefront. Local residents contribute to protecting the environment and social conditions. Conflicts in various regions have ended with many victims and this has been going on for years. In Kalimantan, as well as in several areas, conflicts between tribes, races and religions have triggered the creation of many victims in Kalimantan. Like for example the tragedy of Sampit.

In contrast to the types of conflicts that exist in mining areas, conflicts in mining areas have never recorded a loss of life, because they still do not bring issues of race, religion and ethnicity. As stated by a traditional Dayak figure that there has indeed been a conflict between PT. KPC coal mining with the surrounding community. However, this condition did not lead to casualties. The effect is the blocking of mining activities by the community around the mining area. So that mining workers cannot do mining work optimally. The emergence of changes and dynamics of people's lives that are increasingly intelligent, critical and many demands on government institutions and public services, are consequences and challenges that must be anticipated.

Policy implementation is one of the most important stages of the policy process. However, implementation is often seen as merely the implementation of government decisions. However, in reality, the implementation stage is very important because a policy does not produce anything if it cannot be implemented properly and correctly. In other words, implementation is the stage where a policy is implemented optimally so that it can achieve the objectives of making the policy itself. If you want to achieve what is expected from the policy, then implementation is an absolute requirement. Critical factors that influence the success or failure of policy implementation. Policy implementation, namely; communication factors, resource factors, disposition factors or attitudes of implementers, and bureaucratic structure factors, all of which are interconnected and influence each other in determining the success or failure of implementation.

Inhibiting factors: regional origin, communication style, media, local traditions, workers coordination and worker supervision. Supporting factors: speed of policy making, budget allocation for conflict mitigation, fulfillment of worker safety and health, commitment of loyal workers. Mitigation implementation model: direct involvement, partnership, organizational involvement, consortium. In the sense that local wisdom values of the local community have a contribution to conflict resolution. Supporting and inhibiting factors relate to the background, values and traditions of workers and local communities. Referring to these factors, internal harmony as a strategy for mitigating workers' social conflicts.

4. CONCLUSION

Social conflicts between workers cannot be separated from the study of community conflicts. Because it has a causal relationship and a background. Conflict in PT. Kaltim Prima Coal (PT. KPC) is divided into two internal (between workers and external (community). Conflict mitigation has never been implemented, but only organized Corporate Social Responsibility (CSR) activities. This research resulted in a new concept regarding social conflict mitigation models and methods between workers in

coal mining Conflict mitigation integration strategies combine development social communication models and methods for the welfare of mining workers Internal conflict mitigation is resolved by internal harmony CSR forms, while external conflicts are resolved by external CSR Conflict mitigation strategies: adaptation, adoption and innovation. Mitigation implementation model: direct involvement, partnership, organization involvement, consortium As for the inhibiting factors: regional origin, communication style, media, local traditions, worker coordination and worker supervision Supporting factors: speed of policy making, budget allocation for conflict mitigation, workers safety and health, commitment of loyal workers.

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