



# Factors Creating Conflict in Small Traditional Medicine

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**Abstract:** Conflicts are widespread in everyday life, whether in the home, at work, or in traditional medicine. Conflicts in the field of traditional medicine can arise as a result of numerous disagreements about the use of raw materials, manufacturing methods, and marketing strategies for herbal medicine, the presence of inappropriate job desks, the occurrence of role conflicts, horizontal conflicts, and interpersonal conflicts between managers and herbal medicine entrepreneurs. Until a legal matter reached the courtroom, the largest feud in history had occurred. The goal of this study is to identify the variables that contribute to conflict, which can then be used to resolve the conflict controversy in the field of traditional medicine in Cilacap Regency. This is qualitative research using a case study methodology. This study's respondents were employees of Small Traditional Medicine Enterprises (UKOT) in Cilacap Regency. Researchers collected data directly from participants using a questionnaire and in-depth interviews. Nonprobability sampling and snowball sampling were utilized. The findings indicate that communication, disparities in personal values, discrepancies in perception, and rewards are the primary causes of conflict at UKOT in Cilacap.

**Keywords:** Conflict; Factors; Traditional medicine.

## Introduction

According to Pertamina Hospital Cilacap researchers, conflict can be caused by communication, lack of cooperation, different characteristics, unpredictable policies, role conflict, perception conflict, style conflict, resource conflict, gaps, conflict pressures, differences in personal values, and different goals (Pertiwi, 2014). However, no research has been conducted on this topic.

Traditional medicine's potential is not being fully realized right now. Indonesia has around 1200 traditional medicine industries; however, the majority are small traditional medicine businesses (UKOT) and medium traditional medicine businesses (UMOT). The herbal medicine and pharmaceutical industries, which will manufacture traditional medicine preparations, are

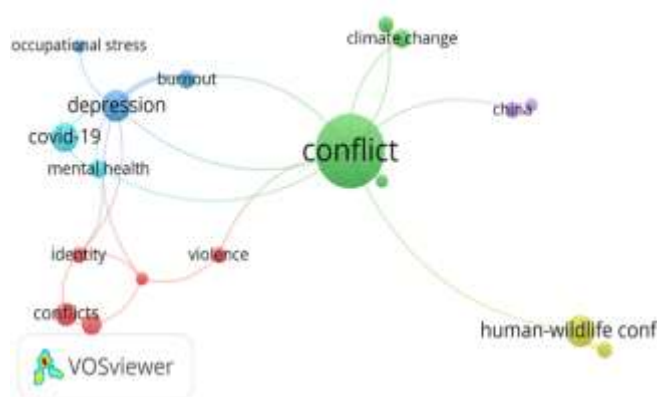
still having problems procuring simplicia BBOT (Traditional Medicine Raw Materials) in significant amounts and of consistent quality.

Around 30-40% of simplicial BBOT must be discarded due to poor quality. This is due to insufficient effort in producing medicinal plants and poor post-harvest treatment. Quality and safety issues with the use of traditional medicines must also be addressed. Not all conventional drugs are safe. If BBOT is not treated appropriately, it may contain harmful substances. Traditional remedies may also contain active components that can cause adverse effects and harm to the user's health (Menkes, 2013). There has been little research on conflict in small traditional medicine businesses, as evidenced by the Vos viewer results in Figure 1.

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Figure 1 depicts the results of a visual analysis using Vosviewer of the author's and Scopus's words. Each work of literature includes at least five key words in analysis and visualization. Word size indicates how frequently a word appears; if the term appears numerous times in a manuscript, it counts as one. The author used the popular keyword "conflict." The author's keywords for conflict, identity, and violence are highlighted in red bubbles. Conflict and climate change are shown by green bubbles, signifying that conflict is associated with identity and violence. The trends depicted with Biblioshiny remained the same when evaluated with Vosviewer. Vosviewer indicates that research on the elements that produce conflict has yet to be discovered, so it is critical to conduct study on the causes of conflict in Traditional Medicine Small Businesses.



**Figure 1.** Distribution of author keywords on Vos viewer

Researchers used Open Knowledge Maps to map conflict-related research. The term conflict in industry revealed that a huge circle depicting conflict in industry had a lot of research on industrial design, societal conflict, home industry, Singapore economy, pencak silat, and music groups. Researchers tried other keywords by entering keywords in English, such as conflict and factors causing conflict, conflict and the herbal medicine industry, and the results were the same: the research was not related to the herbal medicine or traditional medicine industries. Researchers discovered no knowledge maps associated to the term conflict in UKOT, indicating that no study has ever been undertaken on conflict in UKOT.

Cilacap's severe issue with its BKO is currently being handled by BPOM, and attempts to pick up the ball have been made, but more serious and simultaneous attention is required to embrace them. Several items from Aneka Sari Village Gentasari Cilacap Cooperative are now awaiting BPOM distribution permits. It would be preferable for BPOM to be more convincing and not

stress the attitude of its executors (via inspections), but rather to strive to comprehend the craftsmen's grievances. Cilacap herbal medicine is currently in suspended animation while the distribution permit is being processed, with various obstacles such as the cost of lab tests and the need for pharmacists and CPOTB, but it is also necessary to pay attention to several products circulating on the market without distribution permits (Purwaningsih & Wahjudi, 2016).

According to (Wirawan, 2009), there are 12 factors that cause conflict, as depicted in Figure 3 above, with inhumane treatment, limited resources, different goals, poor communication, inappropriate reward systems, people's personalities, ambiguity, jurisdiction, organizational differentiation, diversity of social systems, and task interdependence serving as the sources of conflict.

Organizational conflict can result from inadequate resources, communication breakdowns, differences in values and perceptions, task interdependence, and pay systems. External causes of conflict include (1) advancements in science and technology, (2) growing community needs, (3) government regulations and policies, (4) the emergence of new competitors, (5) political and security conditions, and (6) economic conditions in society (Budi, 2021). Conflict can also arise as a result of gaps in a process or improper prior conditions that have an influence on the current results (Margaretha, 2019).

Individuals and groups misinterpret group goals and overall corporate goals (Hasanah, 2020). According to psychologists (Ugwu et al., 2024), there are eight frequent sources of workplace conflict. Conflicts are caused by eight factors: competing resources, conflicting styles, conflicting perceptions, conflicting aims, conflicting demands, role conflict, divergent personal beliefs, and unexpected policies.

## Method

This is qualitative research that employs a case study technique. This research employed a qualitative technique since the goal was to discover the meaning behind apparent data and social interactions. This strategy for identifying informants does not provide everyone an equal chance of being chosen as an informant, thus it is also known as non-probability sampling and snowball sampling in quantitative research. Purposive techniques are also used by researchers, who select informants who are considered knowledgeable (key informants), are directly involved in the conflict and are active in activities taking place in Small Traditional Medicine Businesses in Cilacap Regency, Central Java, and can be trusted to be a reliable

source of data and understand the problem in depth about the conflict that occurred.

#### *Method for conducting interviews*

The type of interview used was an unstructured interview, in which the researcher conducted the interview freely and was only guided by the outline of the problem. When combined with a semi-structured interview, the implementation was more flexible because informants were asked for opinions and information more openly about the conflict. happen. Interviews were done with workers of Small Traditional Medicine Businesses who were directly engaged or knew about the dispute episode. The use of informants in this study was intended to improve the adequacy and depth of the data acquired by the researcher on the dispute.

#### *The Observation Method*

In this observation, the researcher employed non-participant observation, which means that the observer did not actively participate in the observation activities and merely observed from a distance. The data collecting strategy for this study is honest observation, in which the researcher informs the data source that the researcher is doing research, so that the resource person or research object is aware of the researcher's activities from beginning to end.

#### *Documentary Approach*

Data and many facts are stored in documentation, including the history of Traditional Medicine Small Businesses, organizational structure, member demographics, and several positions in UKOT. The majority of the data available is in the form of files, recordings, photos, and documents resulting from interviews.

## Result and Discussion

Empirically, various factors were discovered about the demographics of respondents based on the Cilacap Regency region, which are:

**Table 1.** The age and gender of the informant

Age (within the year)		Gender		Total
		Male	Female	
18-30	Person	0	16	16
	Percentage %	0.00	100.00	84.21
31-45	Person	1	0	1
	Percentage %	33.33	0.00	5.26
46-59	Person	2	0	2
	Percentage %	66.67	0.00	10.53
>59	Person	0	0	0
	Percentage %	0.00	0.00	0.00



**Figure 2.** Map of Cilacap Regency (Source: <https://cilacapgeoportal.cilacapkab.go.id/tentangkami>)

Cilacap Regency covers 225,361 km<sup>2</sup> and borders Banyumas Regency to the north, the Indian Ocean to the south, Kebumen Regency to the east, and Ciamis Regency to the west. The region is located in the southern region of Central Java Province, directly facing the waters of the Indian Ocean. It has a coastline length of  $\pm 105$  km, starting from the eastern coast of Jetis Village, Nusawungu District to the west to Ujung Kulon, Nusakambangan Island, bordering West Java Province. In the government administrative system, Cilacap Regency consists of 24 sub-districts and 284 villages/sub-districts, with specifications of 11 sub-districts (72 villages/sub-districts) having coastal areas in the southern part of Central Java.

Questionnaires in research collect age and gender with the goal of providing a general description of the data collected, including basic information such as name, age, gender, or other characteristics of the research subject, as well as assisting readers in understanding the characteristics of the sample and object under study.

Age (within the year)		Gender		Total
		Male	Female	
Total	Person	3	16	19
	Percentage %	15.79	84.21	100.00

Table 1 displays data extracted from primary research and grouped by age group and number of informants. The table reveals that the biggest number of informants, 16 informants (84.21%), are female, the largest number are between the ages of 18 and 30, and the highest number of male informants are between the ages of 46 and 59, with 2 replies (66.67%). This demonstrates that the vast majority of UKOT employees in the Cilacap area are women between the ages of 18 and 30. From a Human Resources (HR) standpoint, age is a component that has to be addressed in an employee who works for a company, because individuals who are of productive age will be able to carry out tasks ideally to reach the firm's intended goals (Lestari, 2014).

According to (Winata, 2021), being of productive age increases worker productivity. Younger individuals are more productive because they are more eager or capable of working harder. Age has a substantial impact on work-life balance, which is mediated by work limitations at home and workplace (Maulidina, 2019). This study has various limitations that must be noted; while theoretically explainable, further investigation is

required to identify more specific contextual factors. The generalization of the findings of this study must also be carefully considered. Traditional medicine may have unique traits that set it apart from other sectors. Given the relatively large number of female employees, the traditional medicine business may be more welcoming to women (and men), therefore gender is not a key issue that requires particular consideration in organizational policy (Judge, 2013).

#### *Age and Education*

Table 2 shows that as many as 19 informants at UKOT in Cilacap Regency discovered that there were 9 informants with high school education (47.37%), the highest percentage with the most ages in the 18-30year range, followed by 7 informants with bachelor's degrees. The informants in this study had educational backgrounds ranging from high school diplomas to bachelor's degrees.

**Table 2.** Informant Education

Age (within the year)		Education			Total
		SMA	D3	S1	
18-30	Person	8	3	5	16
	Percentage %	88.89	100	71.43	84.21
31-45	Person	0	0	1	1
	Percentage %	0.00	0.00	14.29	5.26
46-59	Person	1	0	1	2
	Percentage %	11.11	0.00	14.29	10.53
>59	Person	0	0	0	0
	Percentage %	0.00	0.00	0.00	0.00
Total	Person	9	3	7	19
	Percentage %	47.37	15.79	36.84	100

#### *Informant's work period and line*

According to Table 3, the Low Management line had the most informants, 11 (68.50%), with a work time of 1-5 years, followed by the Middle Management position, which had 5 (31.25%), with a work term of 1-5 years. Table 3 shows detailed data on the length of service and line of employment of informants who worked at UKOT Cilacap Regency.

Employee performance is heavily influenced by length of service, which is defined as the amount of time an individual has worked. According to (Rialmi, 2021), the work time indicates how long a person has worked in each career or position. Therefore, the time span

determines the working duration. Employee tenure is measured from the commencement of their employment to the present. According to (Wulandari, 2022), a lengthy term of employment will help an employee feel more at home in an organization. This is due, among other things, to having acclimated to the surroundings long enough to feel comfortable with their task.

Table 3 demonstrates that the informants questioned worked in a variety of fields and for varying periods of time. This demonstrates that the data collected will be more reliable because the informant is familiar with UKOT's operations and development. The findings show that age, education, and years of service



do not always correlate with line management. There are informants with junior high school education who may hold positions in top management because they are UKOT pioneers or proprietors. Because of the

informant's past education and expertise managing a traditional medicine firm, a brief working term may result in the informant being promoted to Top Management.

**Table 3.** Informant's working hours

Work Experience (years)		Category			Total
		Top	Middle	Low	
< 1 year	Person	0	1	0	1
	Percentage %	0.00	20.00	0.00	6.25
1-5	Person	1	4	10	14
	Percentage %	33.33	80.00	90.91	87.50
> 5	Person	2	0	1	1
	Percentage %	66.67	0.00	9.09	6.25
Total	Person	3	5	11	16
	Percentage %	18.75	31.25	68.5	100

#### Factors of conflict

According to the results of interviews with informants, the factor causing the conflict in Cilacap Regency was communication, with almost all informants stating the same thing: there was information that was not conveyed, which is consistent with Farida's (2015) opinion that there was a misunderstanding. Regarding sentences, complex language, and inadequate information. Power conflicts between opposing interests or systems, rivalry for limited resources, or the interdependence of two or more groups of work activities to fulfill their aims.

According to three informants at one of the UKOTs, differences in personal values might lead to conflict. *"The characters of the people are different, some are used to hard work, some are just taking it easy, but will do it later."* *"Well, maybe those who speak loudly with those who are relaxed respond calmly, you know, why just talk like that,"* and it may cause disputes. According to (Wirawan, 2022), people's personalities are certainly different from one another. There are people who have personality traits that easily spark conflict when interacting with other people, such as always being suspicious and thinking negatively about other people, being selfish, arrogant, believing that they are always right, lacking control over his emotions, and wanting to win alone.

Individual characteristics, such as attitudes and sentiments, as well as cultural backgrounds, distinguish various persons. A person's thinking habits and position will be impacted to some extent by his group (Na'im, 2021). One of the informants stated, *"If there is a conflict in production, the production person usually asks me to get requests for goods from the warehouses outside, which I recap and then give to the production room every Saturday, now from the production person himself."* *We've already planned work for this, so we attempt to cycle it with different goals, such as replacing A if he's not available. The issue is not that there are still individuals who can be replaced; rather, if there*

*are a lot of them, they will continue to grab them because there is no one to replace them; there are employees who are compelled to perform double duty.* This is classified as a role conflict in the UKOT. Someone may be required to perform duties that are beyond their scope of authority, which forces them to enter someone else's area, resulting in conflict and power defense. The contrary might also occur: we may believe that a specific duty must be accomplished by someone else. Role conflict is similar to perception conflict in that a group member often views his duty as his responsibility, but when someone else takes over the task, conflict arises (Scheuer & Loughlin, 2021).

Disparities in perspective are also a source of conflict, as noted by one informant, *"Because it is different from other departments in terms of quality and production, conflict is caused by inconsistencies in procedures, differences in perception."* This is consistent with (Irawati, 2007) research, which indicates that diverse variances in organizations can lead to disagreements, disputes, and even conflicts inside the company. According to psychologists (Qamari, 2019), excellent communication is required when engaging with others in order to avoid differing interpretations because everyone sees things differently.

Perception is a common source of conflict; for example, if someone assigns a work to one person as the person in charge without recognizing it, it causes conflict between the two, therefore collaboration is required when learning how to teach a team to accomplish the same thing. Conflict arises from incompatibility between personal social aims or ideals and conduct, as well as changes in perceived values (Farida & Fauziyah, 2020).

Remuneration is often a source of contention, as one informant observed, *"There has been a comparison between ordinary operators and machine operators."* According to (Qi & Ramayah, 2022), disputes between employees and company management are common in

businesses because company management implements an incentive system that people believe is unjust or unsuitable. This, of course, causes friction in the form of strikes, which are bad to employees (not receiving pay), firms (not producing), customers (not receiving the items they require), and the government (not receiving taxes).

## Conclusion

Communication, role conflict, variances in personal beliefs, and disparities in perceptions and rewards all contributed to the conflict at Cilacap Regency. Drawing from the results of the discussion and existing theories, it can be concluded from the research that the factors causing the conflict that occurred in Cilacap Regency were caused by communication factors, role conflict, variances in personal beliefs, and disparities in perceptions and rewards.

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## Author Contributions

All authors contributed to writing this article

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No conflict interest.

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