

THE RESOLUTION STRATEGY OF AGRARIAN CONFLICT IN THE CASE OF RIGHT-TO-CULTIVATE PLANTATION OF PT MASKAPAI PERKEBUNAN MOELIA IN CIANJUR REGENCY

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ABSTRACT

Background: Land plays a crucial role in human life and national development; however, its limited availability often triggers conflicts related to land ownership and utilization. One significant conflict occurred between PT Maskapai Perkebunan Moelia (MPM) and local communities in Cianjur Regency, which was resolved through government intervention by the Ministerial Regulation of ATR/BPN No. 17 of 2020. This resolution, involving land redistribution, is expected to serve as a model for addressing land conflicts in other plantations across Indonesia. Therefore, it is essential to examine the strategies used in this resolution and apply them to similar cases. It is important to research this success further so that similar conflict resolution strategies can be applied in other regions in Indonesia

Purpose: This research aims to identify the factors influencing land conflict resolution and formulate priority strategies for addressing such conflicts.

Design/methodology/approach: This study adopts a positivist approach with a quantitative method conducted over one month at PT Maskapai Perkebunan Moelia. Data consists of primary and secondary sources, collected through observation, questionnaires, interviews, and literature review. Analytical tools used include EFE, IFE, SWOT, and QSPM to identify key strategies for resolving the HGU conflict at PT. MPM in Cianjur, with priority strategies focusing on building partnerships with relevant stakeholders.

Findings/Result: The factors that affect the resolution of agrarian conflicts in this case are divided into two, namely internal and external factors. Internal factors include Cianjur Regency Land Office and the Regional Government of Cianjur Regency, while external factors include PT. MPM and the community. Strategy includes identifying all interested parties in land issues, such as local governments, indigenous peoples, landowners, cultivating communities, Non-Governmental Organizations (NGOs), and academic institutions. In addition, the second strategy is to encourage community empowerment through various facilitation activities (Access Reform), which aims to increase the capacity of local communities. Third, it is necessary to implement strategic measures to strengthen the internal at the Ministry of ATR/BPN to achieve the goal of resolving land conflicts in a multisectoral manner. Fourth, institutional and community empowerment must be focused on strengthening the organization through targeted cooperation.

Conclusion: This study identifies accommodation, collaboration, and compromise as the main conflict management styles in the PT. MPM HGU land dispute. Strategic factors influencing resolution include ATR/BPN synergy, limited resources, local government support, and land shortages. Priority strategies for effective resolution focus on stakeholder collaboration, community empowerment, and internal coordination.

Originality/value (State of the art): This research provides a new, more structured, innovative approach to resolving right to cultivate (HGU) conflicts

Keywords: land, agrarian conflict, priority strategies, stakeholder participation

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INTRODUCTION

Land is a divine gift that humans rely on for agriculture and habitation. However, while the amount of land remains constant, the population continues to grow. Therefore, the state must regulate the control, ownership, use, and utilization of land in accordance with Article 33 paragraph (3) of the 1945 Constitution, which states that "Land, water, and natural resources contained therein shall be controlled by the state and used for the greatest prosperity of the people." The state is obligated to provide legal certainty regarding land rights, as explained in Article 19 of the Basic Agrarian Law Number 5 of 1960, which regulates national land registration by the government. According to Presidential Regulation Number 48 of 2020, the authority for land administration services is vested in the Ministry of Agrarian and Spatial Planning/National Land Agency (ATR/BPN).

Land administration often faces conflicts, which are clashes of interest. These conflicts are defined in Ministerial Regulation ATR/BPN Number 21 of 2020 as agrarian conflicts between various parties that have a wide-ranging impact. Agrarian conflicts can result in loss of life, damage, and strife. Many agrarian conflicts in Indonesia demonstrate that achieving just resolutions often reaches an impasse (Agustia, 2013). Examples of agrarian conflicts include the case of PT Barat Selatan Makmur Investindo with the villagers of Sri Tanjung Village, the conflict between PT Nafasindo and the villagers of Desa Ujung Bawang, and the conflict between PT. Arta Prigel and farmers in Pagar Batu Village. As the population grows and the need for land increases, clashes of interest over land frequently occur. For instance, the conflict between PT Maskapai Perkebunan Moelia (PT. MPM) with the local communities in Cianjur Regency (Anggriawan et al. 2021).

PT. MPM owns a 1,000.46-hectare coffee plantation spread across three villages. Since August 26, 2020, tenant farmers have lost their land and homes due to evictions carried out by PT. MPM, which is feared to trigger wider conflicts. The government needs to play a role in resolving this agrarian conflict in accordance with Ministerial Regulation ATR/BPN Number 17 of 2020, to be implemented by land office of Cianjur Regency (Mukminin, 2021).

This problem began in 2008 when the community applied for Property Rights on land covering an area of ± 85 Ha, but was rejected by the Cianjur Regency Land Office because the land was an HGU area of PT. MPM. In 2012, HGU PT. MPM is included in the National Data Base as indicated abandoned land. Furthermore, in 2019, the Cianjur Regency GTRA Team held a socialization to the cultivating community regarding the cultivation control plan through Agrarian Reform. However, on August 25, 2020, there was a conflict between religious organizations as cultivators and PT. MPM related to the management of the HGU land.

Research is carried out as a form of land conflict resolution carried out by the Cianjur Regency Land Office in assisting in resolving land conflicts by providing technical and administrative information as well as managing the mediation and negotiation process between the parties to the dispute as a practical guideline for other land offices in resolving land conflicts. This research is expected to be useful for the Ministry of ATR/BPN, especially the Land Office in Indonesia to determine what strategies can be applied to the implementation of land conflict resolution activities for similar cases on other HGU plantation land in Indonesia.

The government has an important role in handling and preventing land conflicts, as stipulated in the Regulation of the Minister of ATR/BPN Number 17 of 2020. The Ministry of ATR/BPN through the Cianjur Regency Land Office is responsible as the main implementer in resolving conflicts, by providing technical, administrative, and facilitating mediation between the parties to the dispute. In the case of the conflict between PT Maskapai Perkebunan Moelia (PT MPM) and the local community, the Cianjur Land Office, especially through Section V which handles dispute control, managed to reach an agreement to redistribute 203.74 hectares of land to the community in November 2022. This success is important to be further studied in order to identify effective conflict resolution strategies that can be applied in other regions.

Previous research has mostly focused on agrarian reform issues (Anida, 2015). Several studies have also discussed strategies to improve the quality of services in land offices to overcome the impact of agrarian reform problems (Raja Malinda and Jeliantika Harapa, 2021).

However, this research emphasizes on the approach used in the business world that is applied in handling and resolving land cases. One example of its application is by examining the factors that affect the implementation of land conflict resolution, especially in the context of Land Conflict Case Handling and Settlement activities between HGU PT Maskapai Perkebunan Moelia and the local community in Cianjur Regency. This is an important point of concern in understanding how business strategies can be adapted to address land problems.

This shows that there are still few studies that use conflict resolution strategies with EFE, IFE, and QSPM analyses in the study of business use rights (David, 2019). This research will provide a new scientific contribution related to the resolution of business use rights conflicts in the management of land problem resolution.

Determination of strategies for resolving land conflicts using descriptive analysis in determining conflict factors, namely with external factor evaluation (EFE), internal factor evaluation (IFE), SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM) analysis that are commonly used in business use rights studies (David, 2019). This research will provide a new scientific contribution related to the resolution of business use rights conflicts in the management of land problem settlement. The implementation of the method has not been widely used, especially in the field of land.

This study aims to identify the factors that affect the resolution of land conflicts. So that a priority strategy for resolving land conflicts can be formulated and alternative strategies in resolving land conflicts can be formulated. The approach of this research is positivistic using quantitative methods.

Conflict resolution of PT. MPM in Cianjur Regency involves various stakeholders in the Cianjur Regency land office, especially the Dispute Control and Handling Section. Finally, the ATR/BPN meeting on November 10 2022 resolved this case with a Land Redistribution plan covering 203.74 hectares of PT. MPM to the community (Hasibuan 2022; Syamsir, 2023). It is hoped that this research can analyze the factors that influence the implementation of agrarian conflict resolution activities at PT Maskapai Perkebunan Moelia in Cianjur Regency, so that alternative strategies can be

formulated in resolving conflicts as well as priorities for implementing agrarian conflict resolution at PT Maskapai Perkebunan Moelia, Cianjur Regency. So that this study can be used as a recommendation for resolving agrarian conflicts in other land offices.

METHODS

This research discusses a study of the strategies implemented by the Ministry of ATR/BPN in handling and resolving agrarian conflicts in the case of right-to-cultivate plantation of PT. MPM in Cianjur Regency. This research was conducted for one month in the right-to-cultivate plantation area of PT Maskapai Perkebunan Moelia, located in Batulawang Village, Cipanas District, Sukanagalih Village, Pacet District, and Cibadak Village, Sukaresmi District, Cianjur Regency.

The data used in this research consists of both primary and secondary data. Data collection was conducted through observation, questionnaire distribution, interviews, and a literature review. The determination of the sample for the questionnaire was done using purposive or judgment sampling, resulting in 15 respondents. These respondents consisted of five internal experts and ten external experts. Internal experts were from the structural elements of the Ministry of Agrarian and Spatial Planning/National Land Agency, the West Java Provincial BPN Office, and the Cianjur Regency Land Office, while external experts consisted of relevant stakeholders in the resolution of agrarian conflicts (Asikin, 2014).

Data collection was carried out through questionnaire media which was poured out in the form of tables to facilitate the processing process, then analyzed descriptively to determine the appropriate and effective development strategy for land conflict handling and settlement activities by the ranks of the Ministry of ATR/BPN. Data processing and analysis methods in this study are presented in Table 1.

The analysis techniques used in this research include descriptive analysis, external factor evaluation (EFE), internal factor evaluation (IFE), SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM) analysis (David, 2011).

Table 1. Stages of Data Processing and Analysis

Purpose	Analysis Tools	Output
Knowing the implementation of land conflict resolution activities	Deskriptif	What are the factors that affect the implementation of land conflict resolution activities?
Identify external factors	EFE	External Conditions for the Implementation of Land Conflict Resolution Activities
Identify internal factors	IFE	Internal conditions for the implementation of land conflict resolution activities
Formulate alternative strategies	SWOT	Alternative strategies for the implementation of land conflict resolution activities
Formulating strategic priorities	QPSM	Priority Strategy for the Implementation of Land Conflict Resolution Activities

The implementation of land conflict resolution strategies in PT. Maskapai Perkebunan Moelia, Cianjur Regency, can be improved through the analysis of key factors influencing the implementation of conflict resolution, including by using the EFE, IFE, and QSPM analysis approaches commonly applied in business use rights studies. In addition, by increasing coordination and synergy between the Ministry of ATR/BPN and other stakeholders, the resolution of land conflicts can become more effective and produce fair solutions, and can be adapted for similar conflict resolution in other regions.

As seen from Figure 1, the factors that are the focus of this research include a strategy for resolving land conflicts with a strategy in an effort to resolve land conflicts that occur between PT. Maskapai Perkebunan Moelia with the local community (Astawa, 2019). This study will examine the factors that affect the implementation of conflict resolution activities and the formulation of strategies for the implementation of conflict management activities carried out by the Ministry of ATR/BPN on existing conflicts. The following is the framework of the research in an effort to resolve land conflicts that occurred between PT. Maskapai Perkebunan Moelia.

RESULTS

Based on applicable regulations, the Ministry of Agrarian and Spatial Planning has the primary responsibility of managing the agrarian/land and spatial planning sectors to support the country's governance. This ministry is responsible for formulating policies related to land rights, land registration, and the handling of agrarian conflicts. At a lower executive level, the Directorate

General for Handling Land Disputes, Conflicts, and Cases (Ditjen VII) coordinates with similar tasks in handling land disputes with the West Java Provincial BPN Office and the Cianjur Regency Land Office, where regional work units have an organizational structure that includes various divisions and sections, including the Control and Dispute Handling Division and Section, which play a role in resolving agrarian conflicts in the region, involving various parties such as the Cianjur Regency Regional Government and FORKOPIMDA of Cianjur Regency, as well as the Bank Tanah.

The right-to-cultivate plantation of PT. MPM is located in three villages in Cianjur Regency, namely Batulawang (Cipanas District), Sukanagalih (Pacet District), and Cibadak (Sukaresmi District). The land originally came from Erfpacht Verponding, which was then converted and extended based on a Decree of the Minister of Home Affairs. The total area of right-to-cultivate plantation reaches 1,020.89 hectares, consisting of several parts with recorded land histories such as HGU 15/CILOTO, HGU 109/CILOTO, HGU 110/CILOTO, HGU 111/CILOTO, HGU 19/CILOTO, HGU 20/CILOTO, HGU 112/CILOTO, HGU 113/CILOTO, HGU 114/CILOTO, HGU 24/CILOTO, HGU 115/CILOTO, and HGU 116/CILOTO. Since 2012, the right-to-cultivate plantation of PT. MPM has been included in the national database of suspected abandoned land. Several parts of this right-to-cultivate plantation, including HGU (Hak Guna Usaha) numbers 109, 20, 15, 116, and 17, are tied to a mortgage with Bank Mayapada valued at approximately Rp. 730 billion according to the Cianjur Regency Land Office in 2024. The chronology of the case that occurred in the right-to-cultivate plantation of PT. MPM in Cianjur Regency can be described in Figure 2.

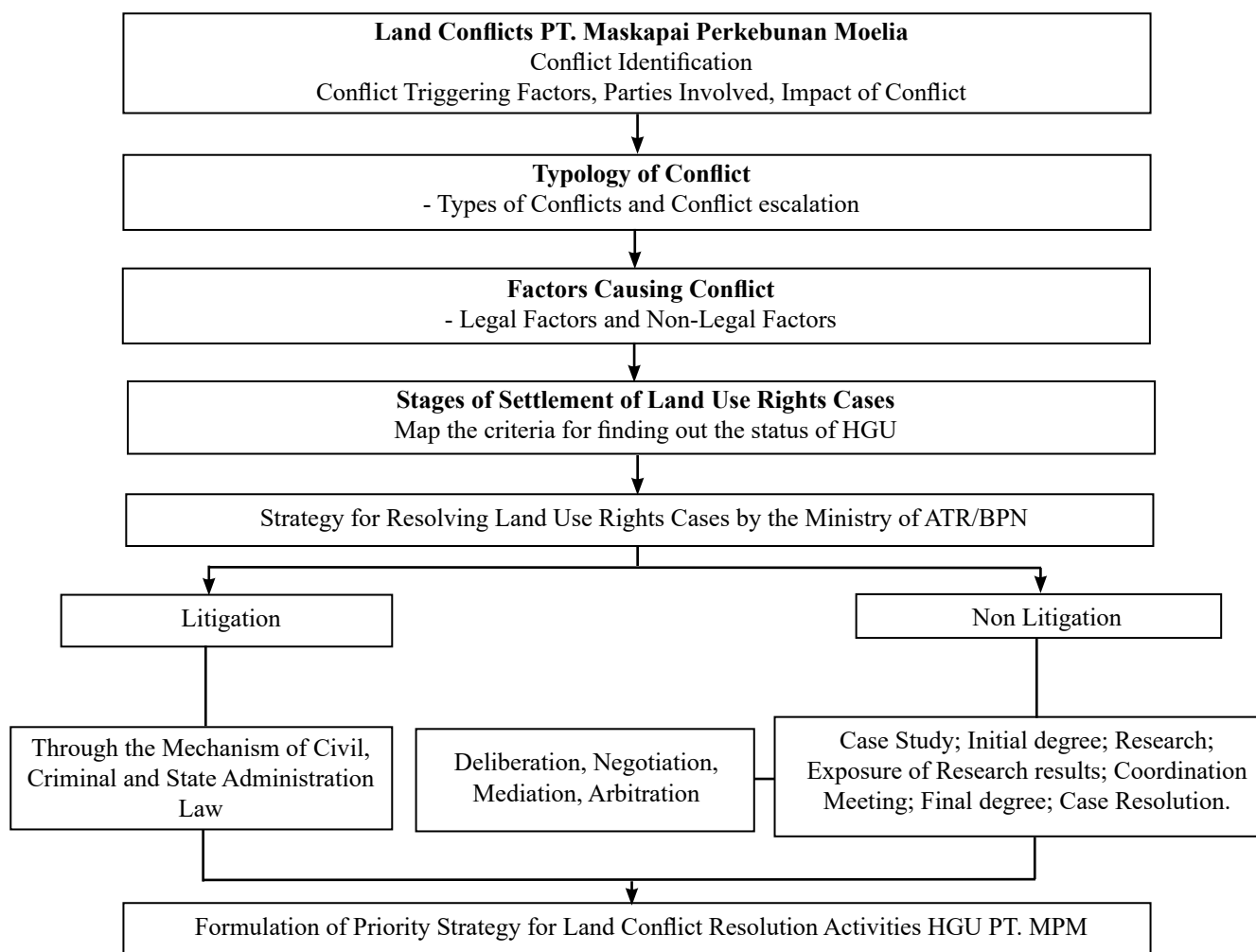


Figure 1. Framework of Thought

The resolution of the agrarian conflict involving the right-to-cultivate of PT. Maskapai Perkebunan Moelia in Cianjur Regency involves various stakeholders such as the Ministry of ATR/BPN, the Regional Government, and FORKOPIMDA (Nurdin 2018). The Ministry of ATR/BPN is responsible from the central to the district level, with support from the Cianjur Regency Agrarian Reform Task Force led by the Regent and the Head of the Land Office. Its duties include coordination, communication, and organizing activities to resolve the conflict (Prastowo, 2020).

The actions taken by all parties involved, including the community, PT. MPM, and the Government, have been constructive, focusing on focused discussions, joint decision-making, and a commitment to a fair and consistent resolution. The legality of PT. MPM's land ownership plays a significant role in the allocation of land for Agrarian Reform, which is supported and accommodated by both the central and local governments.

The approach used includes an interest-based and communication-based approach, with a conflict management style that prioritizes accommodation and collaboration among all relevant parties to achieve a sustainable solution (Kenneth,1992). Table 2 can describes actions, models, and approaches the conflict resolution.

Internal Factor Analysis of Agrarian Conflict Resolution Activities

Strenghts

The ATR/BPN Ministry, from central to regional levels, plays an important role in resolving agrarian conflicts in Cianjur Regency, with support from parent agencies such as the West Java BPN Regional Office and the ATR/BPN Ministry. Synergy between agencies is demonstrated through meetings, collaboration and support in site inspections and conflict resolution policies (Dwinugraha 2017; Thalib,2011).

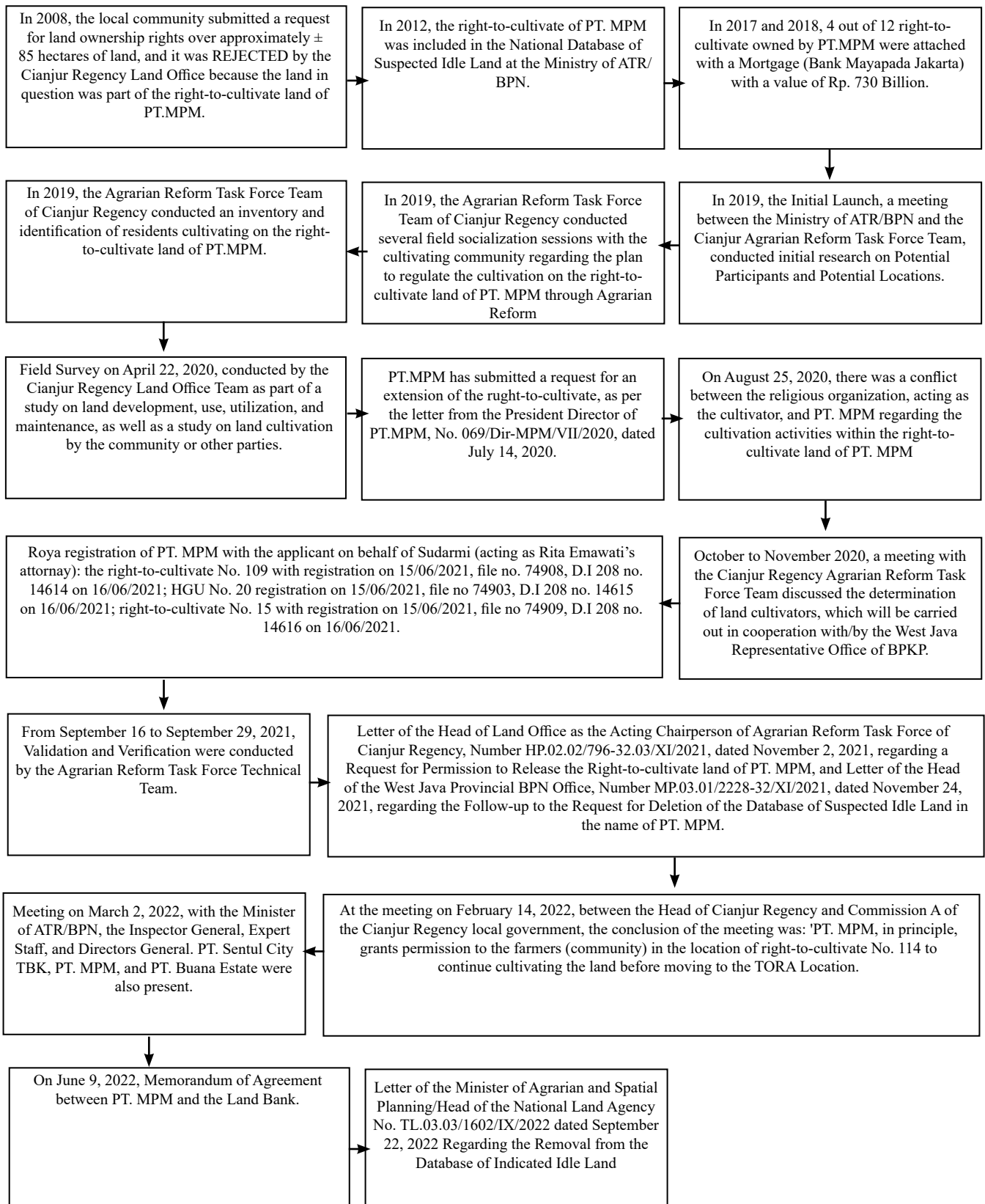


Figure 2. Case Timeline

Table 2. Actions, models, and approaches to conflict resolution

	Community	PT. MPM	Facilitator (ATR/BPN/ Local Government)
Action	Constructive	constructive	constructive
Conflict management model/ style	Collaborative	compromize	accomodated
Approaches of conflict resolution	Interest-based or integrative approach	Interest-based or integrative approach	Power and conflict dynamics approach
	Communication and dialogue approach	Communication and dialogue approach	Negotiation approach
	Negotiation Approach	Negotiation approach	Legal and institutional framework approach
	Psychological and emotional factors approach		Transparency Approach

ATR/BPN RI plays an important role as a data provider and mediator in resolving agrarian conflicts, involving various stakeholders including local governments and communities, with a focus on information on land ownership and use as well as its role as a mediator in land disputes.

The Cianjur Regency Land Office has succeeded in building effective collaboration with various related parties, such as regular meetings with the Agrarian Reform Task Force Team and active participation from the community and institutions such as Village Community Group for Improving Order and Security of Defense and Security (Village Watch Volunteers), which supports verification and validation of cultivators in land redistribution.

The Village Community Group for Improving Order and Security of Defense and Security like Village Watch Volunteers plays a role in verification and validation of cultivators, provides assistance and collects data needed to facilitate land redistribution also shows the high level of public interest in these activities (Partini 2022).

The handling of the agrarian conflict of PT. MPM right-to-cultivate plantation is based on clear regulations, such as the Minister of Agrarian and Spatial Planning/ Head of the National Land Agency Regulation Number 21 of 2020, which provides a framework for a just and lawful settlement.

Therefore, inter-institutional cooperation, community participation, and a clear legal framework are key factors in resolving agrarian conflicts in Cianjur Regency, with the Ministry of ATR/BPN playing a significant role in coordinating these efforts (Jon, 2023). Several factors in conflict resolution is Synergy between the

Ministry of ATR/BPN at the central and regional levels in resolving agrarian conflict, Lack of socialization regarding handling and resolving agrarian conflicts, Cianjur Regional Government support in resolving agrarian conflicts, and Insufficient information received by the community results from handling and resolving agrarian conflicts.

Weaknesses

Weaknesses can be defined as internal strategic factors that hinder the achievement of organizational goals and must be minimized. Based on the questionnaire, there are six weakness factors in resolving the agrarian conflict of PT. Maskapai Perkebunan Moelia in Cianjur Regency:

- 1) Lack of socialization regarding agrarian conflict handling has the potential to exacerbate conflict situations by causing a lack of legal understanding, the use of informal settlement methods, and increasing inter-community conflicts.
- 2) Inadequate activity budgeting leads to a shortage of human resources, slow resolution, and limited access to legal services.
- 3) Weak implementation of regulations hinders conflict resolution by creating legal uncertainty and reducing the effectiveness of law enforcement.
- 4) The varying level of knowledge among human resources regarding conflict resolution affects their ability to handle conflicts effectively.
- 5) The position of the Ministry of ATR/BPN as a vertical institution can hinder coordination and support from regional governments, affecting the program's optimality.
- 6) The insufficient number of human resources at Land Offices makes it difficult to handle the increasing number of agrarian conflict cases.

This issue needs to be addressed by increasing socialization, adequate budgeting, consistent law enforcement, improving human resource knowledge, enhancing coordination between the central and regional governments, and adding human resources that meet the needs.

Internal Factor Evaluation

The Internal Factor Evaluation (IFE) which is expressed through the Internal Factor Evaluation Matrix (IFE Matrix), summarizes and evaluates the main strengths and weaknesses in functional areas and also provides a basis for and evaluates the relationships between these areas. Based on David's guidelines (2009), the evaluation of internal factors in the implementation of agrarian conflict resolution activities at PT. Maskapai Perkebunan Moelia in Cianjur Regency is as shown in Table 3.

According to the weighted average, respondents gave the highest rating to the strength factor "Synergy between the Ministry of ATR/BPN from central to regional levels in resolving land cases" with a value of 0.383, calculated from a weight of 9.6% and a score of 4. The good coordination pattern among institutions proved effective in handling the right-to-cultivate plantation conflict of PT. MPM, considering the different multisectoral roles.

The second strategic internal factor is "Good coordination and communication between the Ministry of ATR/BPN and relevant stakeholders (local governments and Regional Leadership Coordination Forum)" with a weight of 9.4% and a score of 4, resulting in a weighted average of 0.378. This coordination is realized through resolution meetings and agreements on criteria for potential recipients of land redistribution, indicating successful communication. The total weighted average for strategic internal factors is 3.011, indicating that land conflict handling activities in Cianjur Regency have strong strengths.

Table 3. Internal Factor Evaluation Matrix (IFE Matrix)

Internal Strategic Factor	Weight	Score	Weighted score
Strengths			
Synergy between the Ministry of ATR/BPN at the central and regional levels in resolving agrarian conflict	0.096	4	0.383
The role of the Indonesian Ministry of ATR/BPN in resolving agrarian conflicts	0.090	4	0.361
Good relations with various parties involved in the activities of agrarian conflict resolution	0.093	4	0.372
The existence of Community Group for Land Order Awareness program	0.074	3	0.222
The existence of clear legal regulations in handling land cases	0.092	4	0.367
Good coordination and communication between the Ministry of ATR/BPN and relevant stakeholders (local governments and Regional Leadership Coordination Forum)	0.094	4	0.378
Total of strengths	0.539		2.082
Weaknesses			
Lack of socialization regarding handling and resolving agrarian conflicts	0.074	2	0.148
Budgeting for agrarian conflict handling and resolution activities is inadequate	0.079	2	0.159
Weak implementation of regulations regarding handling and resolving agrarian conflicts	0.079	2	0.159
Level of human resource knowledge regarding handling and resolving agrarian conflicts	0.074	2	0.148
The position of the Ministry of ATR/BPN as a vertical agency	0.081	2	0.161
The number of human resources at the Land Office is inadequate	0.074	2	0.148
Total of weaknesses	0.461		0.922
Total of external Strategic Factors	1.000		3.004

Analysis of External Factors for Agrarian Conflict Resolution Activities

Opportunities

Opportunities in resolving land conflicts in Cianjur Regency include significant support from various parties, including the Local Government and Regional Leadership Coordination Forum (Irianti, 2019). This support includes the provision of facilities and infrastructure such as operational vehicles, as well as the provision of human resources for the validation and verification of Certificate of Land Ownership. In addition, the coordination meeting held by the Cianjur Regency Government, led directly by the Regent as the Chairperson of Agrarian Reform Task Force, demonstrates a strong commitment to resolving this conflict. This is also marked by the signing of a Joint Decree establishing criteria for potential beneficiaries of land redistribution, as well as the Regent's recommendation to issue a right-to-cultivate for PT. MPM from the idle land database. Active community participation in the conflict resolution process is also an important opportunity, which can enhance inclusivity and support sustainable solutions.

Threats

Despite the significant opportunities, there are also threats that need to be considered in resolving agrarian conflicts in Cianjur Regency. One of them is the lack of adequate information to the public regarding the results of conflict resolution. This lack of transparency can lead to dissatisfaction and increase the potential for future conflicts. In addition, the limited amount of land given to the community as a result of conflict resolution can also be a source of dissatisfaction. This can create injustice and increase the risk of new conflicts. Uncertainty regarding the location of land arrangement and the potential transfer of land to other parties before the implementation of agrarian reform is also a serious threat. This transfer can create legal uncertainty and increase the risk of land speculation, which can ultimately trigger new conflicts. Prolonged settlement in the implementation of the agrarian reform program is also a threat, especially considering the diverse interests and policy changes that can slow down the process.

Considering these opportunities and threats, a comprehensive and inclusive strategy needs to be implemented to ensure a sustainable and just resolution of agrarian conflicts in Cianjur Regency.

External Factor Evaluation

The External Factor Evaluation (EFE), presented in the External Factor Evaluation Matrix (EFE Matrix), provides a summary and evaluation of political, legal, economic, socio-cultural, technological, and competitive factors. This follows David's (2009) guidelines in the context of resolving agrarian conflicts at PT. Maskapai Perkebunan Moelia in Cianjur Regency, as shown in Table 4.

Based on the analysis in Table 4, respondents prioritized the opportunity factor "Support from the Cianjur Regional Government in resolving land conflicts" with a weight of 11.8% and a weighted score of 0.473. Another strategic factor is the support from Regional Leadership Coordination Forum with a weight of 11.7% and a weighted score of 0.466. On the other hand, the highest threat factor is "Public dissatisfaction with the location of land arrangement" with a weight of 11.5% and a score of 4. This is due to constraints in access infrastructure and difficult topography.

The need for certainty regarding assets and access to agrarian reform is crucial post-conflict resolution, with significant support from both the central and local governments. The total weighted score of strategic external factors indicates the need to effectively leverage opportunities while minimizing threats, with an average of 3.362 suggesting above-average priority in resolving agrarian conflicts in Cianjur Regency.

SWOT Matrix

After the input stage using the IFE and EFE matrices, the next step in formulating a comprehensive strategy is matching through the SWOT matrix. The SWOT matrix is used to match internal and external strategic factors to develop four types of strategies: SO, WO, ST, and WT strategies. The goal is to generate viable strategy alternatives, not to choose the best strategy. By analyzing internal and external strategic factors, several alternative strategies can be developed for implementing the resolution of agrarian conflicts at PT. Maskapai Perkebunan Moelia in Cianjur Regency

Table 4. External Evaluation Matrix (EFE Matrix)

External Strategic Factor	Weight	Score	Weighted Score
Opportunities			
Cianjur Regional Government support in resolving agrarian conflicts	0.118	4	0.473
Support from Regional Leadership Coordination Forum in handling and resolving agrarian conflicts	0.117	4	0.466
Active participation or enthusiasm of the community in handling & resolving agrarian conflicts	0.111	4	0.445
Attention from the Presidential Staff Office in encouraging the resolution of land cases	0.096	3	0.287
Total of opportunities	0.442		1.671
Threats			
Insufficient information received by the community results from handling and resolving agrarian conflicts	0.099	2	0.198
The land area is not sufficient for community needs	0.115	3	0.344
Community dissatisfaction with the location of land plots	0.115	4	0.459
There was a transfer of land to another party before Agrarian Reform activities were implemented	0.110	3	0.329
Completion of protracted Agrarian Reform activities	0.120	3	0.360
Total of threats	0.558		1.690
Total of External Strategic Factor	1.000		3.362

Based on Table 5, there are four sets of strategies that are feasible for developing activities for handling and resolving agrarian conflicts of PT. MPM in Cianjur Regency:

1. S-O Strategy (Leveraging Strengths to Seize Opportunities):
Building a synergistic partnership with stakeholders for a sustainable program to resolve agrarian conflicts. Internal strengths such as synergy between the Ministry of ATR/BPN from the central to local levels, as well as good relationships with the local government and Regional Leadership Coordination Forum, are used to leverage opportunities such as support from the Cianjur local government and active community participation.
2. W-O Strategy (Overcoming Weaknesses to Seize Opportunities):
Promoting community empowerment through various facilitations. This strategy addresses internal weaknesses such as a lack of socialization, inadequate budgeting, and insufficient knowledge and human resources, to leverage opportunities such as support from the Cianjur local government and active community participation.
3. S-T Strategy (Leveraging Strengths to Counter Threats):
Strengthening institutions and communities through effective coordination. Internal strengths such as

- synergy between the Ministry of ATR/BPN and clear legal regulations are used to address threats such as lack of public information, insufficient land area, public dissatisfaction with land arrangement, and land conversion before Agrarian Reform.
4. W-T Strategy (Overcoming Weaknesses to Avoid Threats):
Implementation of internal strengthening measures for the Ministry of ATR/BPN. This strategy overcomes weaknesses such as lack of socialization, inadequate budgeting, inadequate knowledge and number of human resources, as well as weak implementation of regulations, to avoid the threat of a protracted completion of Agrarian Reform.

Quantitative Strategic Planning Matrix Analysis (QSPM)

QSPM analysis aims to select the best strategy from several alternatives resulting from the previous stages, such as the SWOT Matrix, IFE Matrix, and EFE Matrix. This is the final step in the strategy formulation framework, where viable strategies are assessed based on their relative attractiveness. QSPM evaluates the extent to which internal and external strategic factors are utilized or improved in each strategy considered.

Table 5. Matriks SWOT

	Strengths	Weaknesses
	<ol style="list-style-type: none"> 1. Synergy between the Ministry of ATR/BPN from central to regional levels in efforts to resolve land cases 2. The position of ATR/BPN RI in resolving agrarian conflicts 3. Good relations with various parties involved in the activities of land conflict resolution 4. the existence of Community Group for Land Order Awareness program 5. The existence of clear legal regulations in handling land cases 6. Good coordination and communication between the Ministry of ATR/BPN and relevant stakeholders (local governments and Regional Leadership Coordination Forum) 	<ol style="list-style-type: none"> 1. Lack of socialization regarding handling and resolving agrarian conflicts 2. Budgeting for land conflict handling and resolution activities is inadequate 3. Weak implementation of regulations regarding handling and resolving agrarian conflicts 4. Level of HR Knowledge regarding handling and resolving agrarian conflicts 5. The position of the Ministry of ATR/BPN as a vertical agency 6. The number of human resources at the Land Office is inadequate
Opportunities	Strategy S-O : 1 (Manage strengths to take advantage of opportunities)	Strategy W-O : 3 (Overcome weaknesses by taking advantage of opportunities)
<ol style="list-style-type: none"> 1. Cianjur Regional Government support in resolving agrarian conflicts 2. Support from Regional Leadership Coordination Forum in handling and resolving agrarian conflicts 3. Active participation or enthusiasm of the community in handling & resolving agrarian conflicts 4. Attention from the Presidential Staff Office in encouraging the resolution of land cases 	<p>Building synergistic cooperation with parties/stakeholders for the sustainability of the land conflict resolution program</p>	<p>Significantly encourage community/asset empowerment activities and access to reform through providing various types of facilitation activities</p>
Threats	Strategy S-T : 2 (Manage forces to anticipate threats)	Strategy W-T : 4 (Overcoming weaknesses to anticipate threats)
<ol style="list-style-type: none"> 1. Insufficient information received by the community results from handling and resolving agrarian conflicts 2. The land area is not sufficient for community needs 3. Community dissatisfaction with the location of land plots 4. There was a transfer of land to another party before Agrarian Reform activities were implemented 5. Completion of protracted Agrarian Reform activities 	<p>Institutional and community empowerment that relies on organizational strengthening through targeted coordination and cooperation patterns.</p>	<p>Implement strategic steps to strengthen the internal affairs of the ATR/BPN ministry in the context of achieving the goal of resolving land conflicts</p>

The results of the QSPM analysis of the four types of development strategies for handling and resolving right-to-cultivate conflicts at PT. MPM in Cianjur Regency were obtained from the processing of respondent questionnaire data, as shown in the following Table 6. Quantitative Strategic Planning Matrix for handling and resolving agrarian conflict of right-to-cultivate at PT. MPM Continued in Table 7. Based on the processing of questionnaire data from respondents, the results of the QSPM analysis is four types of development strategies for handling and resolving right-to-cultivate conflicts at PT. MPM in Cianjur Regency. The priority strategy is as follows:

First, synergy with stakeholders is a key to maintaining the sustainability of agrarian conflict resolution programs. This involves identifying all relevant

parties such as local government, indigenous peoples, landowners, tenant farmers, NGOs, and academic institutions, and understanding their interests and needs to build effective communication. Regular meetings or dialogue forums are needed to address current issues and find joint solutions, maintain transparency of information regarding land status and dispute resolution processes, in order to establish a sustainable partnership in resolving agrarian conflicts (Ardi, 2016). Secondly, empowering the community through various facilitation activities such as socialization, technical guidance, infrastructure provision, capital provision, and market access is a significant step in supporting access reform. This aims to optimize land utilization by tenant farmers, especially in the context of land redistribution and the development of small and medium enterprises.

Table 6. Quantitative Strategic Planning Matrix for Handling and Resolving agrarian conflict of right-to-cultivate at PT. MPM

Internal Strategic Factor	Weight	QSPM							
		S-O		S-T		W-O		W-T	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strengths									
Synergy between the Ministry of ATR/BPN at the central and regional levels in resolving agrarian conflict	0.096	3.73	0.358	3.60	0.345	3.67	0.351	3.7	0.358
The role of the Indonesian Ministry of ATR/BPN in resolving agrarian conflicts	0.090	3.33	0.301	3.20	0.289	3.53	0.319	3.3	0.301
Good relations with various parties involved in the activities of agrarian conflict resolution	0.093	3.53	0.329	3.53	0.329	3.73	0.347	3.7	0.341
the existence of Community Group for Land Order Awareness program	0.074	2.80	0.207	2.93	0.217	3.20	0.236	3.2	0.236
The existence of clear legal regulations in handling land cases	0.092	3.67	0.336	3.47	0.318	3.60	0.330	3.5	0.324
Good coordination and communication between the Ministry of ATR/BPN and relevant stakeholders (local governments and Regional Leadership Coordination Forum)	0.094	3.73	0.352	3.33	0.315	3.33	0.315	3.3	0.315
Total of strengths	0.539		1.882		1.811		1.898		1.874
Weaknesses									
Lack of socialization regarding handling and resolving agrarian conflicts	0.074	3.27	0.241	3.13	0.231	3.40	0.251	3.2	0.236
Budgeting for agrarian conflict handling and resolution activities is inadequate	0.079	3.53	0.280	3.40	0.270	3.47	0.275	3.5	0.280
Weak implementation of regulations regarding handling and resolving agrarian conflicts	0.079	3.53	0.280	3.20	0.254	3.40	0.270	3.3	0.259
Level of human resource knowledge regarding handling and resolving agrarian conflicts	0.074	2.93	0.217	3.00	0.222	3.07	0.227	3.1	0.231
The position of the Ministry of ATR/BPN as a vertical agency	0.081	2.73	0.221	2.93	0.237	3.13	0.253	3.1	0.253
The number of human resources at the Land Office is inadequate	0.074	2.73	0.202	2.93	0.217	2.87	0.212	3.0	0.222
Total of weaknesses	0.461		1.441		1.430		1.487		1.482
Total of external score	1.000		3.324		3.242		3.386		3.356

Table 7. QSPM Matrix for Land Conflict Handling and Resolution Activities of PT. MPM's right-to-cultivate (Continued)

External Strategic Factor	Weight	QSPM							
		S-O		S-T		W-O		W-T	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
Opportunities									
Cianjur Regional Government support in resolving agrarian conflicts	0.118	3.80	0.449	3.73	0.442	3.67	0.434	3.8	0.449
Support from Regional Leadership Coordination Forum in handling and resolving agrarian conflicts	0.117	3.73	0.435	3.73	0.435	3.67	0.427	3.9	0.451
Active participation or enthusiasm of the community in handling & resolving agrarian conflicts	0.111	3.40	0.378	3.47	0.386	3.53	0.393	3.7	0.408
Attention from the Presidential Staff Office in encouraging the resolution of land cases	0.096	2.93	0.281	3.07	0.293	3.07	0.293	2.9	0.281
Total of opportunities	0.442		1.543		1.556		1.547		1.589
Threats									
Insufficient information received by the community results from handling and resolving agrarian conflicts	0.099	3.20	0.317	3.13	0.311	3.40	0.337	3.1	0.311
The land area is not sufficient for community needs	0.115	3.60	0.413	3.47	0.398	3.33	0.383	3.5	0.398
Community dissatisfaction with the location of land plots	0.115	3.73	0.429	3.40	0.390	3.53	0.406	3.4	0.390
There was a transfer of land to another party before Agrarian Reform activities were implemented	0.110	3.60	0.394	3.47	0.380	3.53	0.387	3.5	0.380
Completion of protracted Agrarian Reform activities	0.120	3.73	0.448	3.40	0.408	3.47	0.416	3.5	0.424
Total of threats	0.558		2.001		1.887		1.928		1.903
Total external score	1		3.545		3.442		3.476		3.491
Total of TAS (STAS)	2.000		6.868		6.684		6.861		6.848
Order of Strategy Priority			I		IV		II		III

Thirdly, strengthening the internal capacity of the Ministry of ATR/BPN is crucial in achieving the goal of resolving agrarian conflicts. An integrated budgetary approach is needed from the central to the district/city levels to support activities such as meetings, physical and legal research, socialization, and improving the quality of human resources in accordance with standard operating procedures and applicable laws

Fourthly, empowering institutions and communities through appropriate partnerships between PT. MPM and tenant farmers, with a focus on capacity building, self-reliance, and knowledge exchange, is necessary. It does not only support land conflict resolution but also integrates efforts to reduce poverty and provide social protection in local communities.

There have not been many studies that use conflict resolution strategies using EFE, IFE and QSPM analysis in the study of business use rights This research will make a new scientific contribution regarding the resolution of business use rights conflicts in the management of land problem resolution.

Based on research (Anida at al. 2015), it shows that the results of his research are focused on the implementation of integrated strategic development strategy solutions, especially related to the implementation of access reform activities in the agrarian reform program. However, the study does not specifically discuss the resolution of agrarian conflicts involving various parties. Therefore, it is necessary to conduct additional in-depth studies related to these problems. The existence of this research is expected to be able to provide new insights into effective strategies in resolving land conflicts in a comprehensive and sustainable manner.

Managerial Implication

The Ministry of (ATR/BPN) in handling land disputes requires effective coordination between central and regional agencies to ensure dispute resolution according to regulations. Managers must maintain policy consistency, improve efficiency through technology, ensure the professionalism, and competence of personnel through continuous training. In addition, active participation of stakeholders in the mediation process is essential to produce a fair and sustainable solution. The management of land use change in

sensitive areas also needs to consider the principles of sustainability and justice, taking into account the long-term impacts on society and the environment.

Settlement of land conflicts with Land Use Rights (HGU) conflicts can be resolved through mediation and negotiation approaches without involving external third parties. The strategy applied in the case of HGU conflicts focuses on internal efforts (programs conducted by the local government) to reach agreements with the communities involved. Although the process faced challenges in the form of external provocateurs, this method was more effective. In resolving land conflicts, it is important to collaborate between the company involved in the conflict and external parties, including the government and related institutions to resolve it.

In addition, this research found that the conflict resolution process at the local level, such as at land office of Cianjur Regency, relies heavily on cross-sector coordination between stakeholders at different levels of government. The main obstacle faced is the lack of resources, both in terms of budget and personnel, which causes the conflict handling process to not run optimally. Therefore, this research recommends increasing the capacity and resources of relevant institutions to support more efficient and effective agrarian conflict resolution.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The conflict management styles employed in the case of agrarian conflict of the right-to-cultivate plantation of PT. MPM encompass accommodation, collaboration, and compromise. The primary approaches to resolution include interest-based or integrative bargaining, communication and dialogue, negotiation, power dynamics and conflict analysis, psychological and emotional factors, legal and institutional frameworks, and transparency.

Strategic factors influencing the handling and resolution of the right-to-cultivate agrarian conflict involving PT. MPM in Cianjur Regency, based on an internal analysis, include strengths and weaknesses. Strengths consist of the synergy between the Ministry of ATR/BPN at both the central and regional levels, the Ministry's authority in conflict resolution, positive

relationships with various stakeholders, the existence of the Village Community Group for Improving Order and Security of Defense and Security program, clear legal regulations, and effective coordination and communication between the ministry and relevant stakeholders (local government and Regional Leadership Coordination Forum). Weaknesses include a lack of conflict handling socialization, insufficient budget, weak regulation implementation, low staff knowledge of conflict handling, the vertical position of the Ministry of ATR/BPN, and inadequate human resources.

Strategic factors influencing the handling and resolution of the right-to-cultivate agrarian conflict involving PT. MPM in Cianjur Regency include opportunities and threats. Opportunities consist of support from the Cianjur Regional Government, support from Regional Leadership Coordination Forum, active community participation, and attention from the Presidential Staff Office. Threats include a lack of information received by the community, insufficient land area to meet needs, community dissatisfaction with land allocation locations, land transfer before agrarian reform, and prolonged agrarian reform processes.

Strategies for resolving agrarian conflicts involve building synergistic cooperation with stakeholders, promoting community empowerment through various facilitations, strengthening the internal capacity of the Ministry of ATR/BPN, and strengthening institutional and community capacity through targeted coordination and cooperation.

The primary strategy for resolving agrarian conflicts at PT. Maskapai Perkebunan Moelia in Cianjur Regency is to build synergistic cooperation with all relevant stakeholders. The objective is to enhance the effectiveness and efficiency of conflict resolution programs, thereby facilitating a successful resolution of agrarian conflicts in Cianjur Regency.

Recommendations

The priority strategy implemented in handling and resolving the right-to-cultivate agrarian conflict involving PT. MPM in Cianjur Regency is carried out by establishing synergistic cooperation with relevant stakeholders to ensure the sustainability of the land conflict resolution program, which is an essential part of resolving agrarian conflicts in Cianjur Regency. The

significant threat of public dissatisfaction with land allocation needs to be addressed to ensure that all parties feel fair and satisfied with the policies implemented. This can be supported by providing facilities and infrastructure for community economic activities, so that land can be utilized to its maximum potential. Arranging access, such as community development and empowerment, needs to be carried out so that the received land is not sold or transferred to other parties. In addition, existing conflicts must be resolved completely in accordance with the desired objectives. For further research, it is recommended to expand and deepen the analysis related to external and internal factors that affect the occurrence of land conflicts and land conflict resolution strategies by using more varied research methods to obtain more comprehensive results.

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