

CONFLICT OF CONDUCT LOCAL GOVERNMENT AGENCIES IN THE CITY BAUBAU (Case Study Executive Institution with the Legislative Drafting Baubau City budget for Fiscal Year 2015)

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Abstract: *The purpose of this research is to explain the behavior of the conflict between the executive by the legislature at the discussion stage Public Policy Budget (KUA), the stage of discussion of priorities and Provisional Budget Ceiling (PPAS) and the stage of discussion of the Draft Budget and Expenditure (budgets) Government Baubau city as well as to analyze the model settlement of the conflict between the executive and the legislature in the discussion of the Regional Budget (APBD) Baubau town of Fiscal Year 2015. The experiment was conducted at the Government Baubau City with informants namely the executive, in this case the Government Baubau City and legislature namely legislators Baubau City. Analysis of data using qualitative analysis through data reduction, data presentation and verification. The study found that there was a disagreement and debate between the executive and legislative institutions that pose a conflict behavior in terms of determining the development theme of Baubau 2015, determining the development priorities of Baubau, determining the macro-economic framework regions, determine the basic assumptions used in the preparation of budgets , conflict in determining the policy of regional revenue, expenditure and financing conflict areas in the discussion stage KUA Government Baubau City fiscal year 2015. There is disagreement in determining income plan that is sourced from local revenue, prioritize programs and activities, determine shopping areas not directly and determine provisional budget ceilings for direct spending behaviors that cause conflict between the executive and the legislature in the discussion of priorities and Provisional Budget Ceiling (PPAS) Government Baubau fiscal City year 2015. The conflict and debate that lead to behavioral conflict between the executive and the legislature also occurs in the discussion the draft Budget (APBD) District Government Baubau fiscal year 2015. The exact model used in resolving the conflict between the executive and the legislature in the preparation of the Regional Budget (APBD) of Baubau namely "Model Settling Conflicts" which complements the model two-dimensional conflict suggested by Robbins in order to prevent the ongoing conflict.*

Keywords : *behavior of the conflict, executive, legislature*

INTRODUCTION

One characteristic of a democracy is to divide the power of implementation of state government on a variety of carriers and such powers, legislative, executive, judicial. Thus the exercise of government authority is divided in three: first, the legislative authority or the power to make laws (rule making functions); second, executive power or the power to implement laws (rule application functions); and third, the judicial authority or power prosecute for violations of the law (rule adjudication functions). In the area of implementation of government policies implemented by organizing state agencies often conflict between the two institutions, namely the executive and legislative branches. Conflict in essence is a reality that occurs as a result of differences or disputes that can not be avoided and often be creative to justify the interests and objectives, which are not all in line with it.

Conflict will likely always exist, because the dynamics of the institution or organization is always there. Conflict can lead to the development and progress of the institution or organization or local government could lead to imbalances and failures. Which leads to positive conflicts tend to deliver such government agency or organization in achieving its goals and conflicts that lead to negative tend to cause the institution or organization to retreat. Therefore we need an understanding of all the elements that exist in institutions or governmental organizations to avoid a conflict that leads to negative.

Law No. 23 Year 2014 on Regional Government that the executive and legislative branches of government is organizing. Executive and legislative relations equivalent employment position and is a

partnership or co-workers. Equal footing means that between the executive and the legislature have equal status, meaning not supervise each other. The relationship can be demonstrated both in policy-making and local regulations. Partnerships or work colleague means that between the executive and the legislature are both partners in formulating regional policies to implement the regional government affairs in accordance with their respective functions, the Executive and the legislature can establish a working relationship that is parallel to provide mutual support in carrying out the duties and their respective functions, not an opponent or competitor. The potential for conflicts between the executive and legislative outline differences due to the factor of interest between the two sides, especially in the preparation and approval of the Draft Budget and Expenditure (budgets).

Planning and budgeting is the process of determining the policy in governance and development. This is consistent with the mandate of Law Number 25 Year 2004 on National Development Planning System (SPPN) that guide state officials. One community participation in development is carried out through development planning forum held at the village / villages which will produce the Regional Long Term Development Plan (RPJPD), Medium Term Development Plan (RPJMD), as well as the Development Plan (RKPD)

In order to implement sustainable development and continuous, each region should have a comprehensive planning system, as outlined in a regional planning documents that serve as guidelines and instructions in carrying out development. Based on Law No. 17 Year 2003 on State Finance and Law Number 25 Year 2004 on National Development Planning System and Law Number 23 Year 2014 on Regional Government, an area must have a plan consisting of: first, the development plan 20 (twenty) annual or Long Term Development Plan Area (RPJPD). Second, the development plan of five (5) or the annual Medium Term Development Plan (RPJMD) and third, short-term development plans or 1 (one) year or Local Government Work Plan (RKPD).

In carrying out the development plan in the area each year begins with preparing RKPD, KUA, PPAS and Plan of Revenue and Expenditure (budgets), and all such documents must refer to the document Medium Term Development Plan (RPJMD) as development planning five (5) year in the area. In the preparation of regional development planning documents involving the two powers of the implementation of the regional government, namely the executive and legislative branches.

So that happened in the Government Baubau City planning and budgeting, or better known as the Draft Budget and Expenditure (budgets) are prepared on the annual executive agreement with the legislature. Friction interests of the executive and legislative branches of the potential for conflict in execution of duties and authority of each. Executive and legislative bodies, the two government agencies that understood normatively have differences in their respective institutions, which reflects the government's executive branch and the legislature that reflects the community as a representative institution. Executive agency in this case is the local government responsible include the authority in all aspects of government except foreign affairs, defense and security, justice, monetary, fiscal and religion. Field rule in question is related to the obligations of local government which includes public works, health, education, culture, agriculture, transportation, industry and trade, environment and government policies and all of it was planned and budgeted in preparing the Draft Budget and Expenditure (budgets).

Responding to a conflict of interest between the executive and legislature in the preparation of the Budget (APBD) are relevant to the theory of conflict behavior of two dimensions of Robbins (2009) that the conduct of the conflict can be addressed through action cooperativeness that a certain level where one party seeks to satisfy the interests other parties and firmness that is the extent to which one party seeks to meet its own interests. It identified five dimensions of conflict behavior which compete / competitive (assertive and uncooperative), collaboration / collaborative (assertive and cooperative), avoid / avoiding (not assertive and uncooperative), accommodates / accommodating (cooperative and not firm) and compromise / compromising (the middle in terms of firmness and cooperative).

Potential conflicts occur because of the behavior and actions of each of the different agencies in actualizing the policy preparation of Public Policy Budget (APBD) (KUA), the preparation of priority and Provisional Budget Ceiling (PPAS) and Preparation of Draft Budget (RAPBD) which refers to Government Regulation No. 58 Year 2005 on Regional Financial Management Guidelines. This policy is the basis for Baubau City Government and the Regional Representatives Council (DPRD) of Baubau to realize the implementation of financial management accountable and transparent.

Under these conditions, formulated some problems in this study is "How conflict behavior of local government agencies in the Baubau City ", translated in four (4) questions: (1) How does the behavior of the conflict between the executive by the legislature at the stage of preparation Public Policy Budget (KUA) Baubau City Government for Fiscal Year 2015 ?, (2) How does the behavior of the conflict between the executive by the legislature at the stage of preparation of priority and Provisional Budget Ceiling (PPAS) Baubau City Government for Fiscal Year 2015 ?, (3) how the behavior of the conflict between the executive and the legislature at the stage of discussion of the Draft Budget and Expenditure (budgets) Baubau City Government

for Fiscal Year 2015 ?, and (4) how the model settlement of the conflict between the executive and the legislature in the budget (APBD) Baubau City Government for Fiscal Year 2015?

RESEARCH METHODOLOGY

This research use approach qualitative research methods research that provides an explanation based focus observed as a comprehensive study, which gave birth to a detailed and in-depth explanation of various statements is disclosed in accordance with the generalization of the study is the behavior of local government agencies in conflict Baubau City. Comprehensive study in question was to explore and compare the data thoroughly in accordance with the substance of the research focus are observed. Which meant that provide detailed explanations on the data obtained clearly and correctly in the presentation of the data. Depth is reviewing a focus of research by exploring the specifics of focus observed that conflict, organizational dynamics and organizational behavior.

The research is a qualitative research with case study method. Qualitative research is research to provide clarification or information on the findings that can be justified as a proposition which became the forerunner of the theory. In principle, this qualitative study is expected to find a theory. The case study method used is to do it in depth to focus on a case study observation by lifting the executive and legislative bodies in the preparation of the Regional Budget (APBD) Baubau City Fiscal Year 2015. The research location in Southeast Sulawesi precisely in Government Baubau City. Researchers determine the location of the research on the grounds need a review of the handling of conflict behavior government Baubau City agencies on Budgetary Revenue and Expenditure Baubau City.

The data consist of primary data and secondary data. The primary data source of the information, statements and information from informants, namely the executive and legislative branches. Secondary data sourced from the study of literature books, scientific papers, national and international journals, as well as reports of mass media and electronic media (internet). Observation and interview techniques used in an integrated manner in this study, but regarding matters what subjects related to the research. The following data collection techniques as follows: (1) observation, and (2) Interview. Data were analyzed through the stages; (1) Reduction of data, (2) Presentation of data, and (3) Verification.

RESULTS AND DISCUSSION

Preparation of Budget (APBD) in each financial year as part of the financial manager of the area. The budget process involves two local government agencies, namely the executive and the legislature. To achieve the budget then it must go through several stages of preparation of the document as an integral part in the planning and budgeting of government areas.

A. General Policy budget (KUA)

The stage of preparation of Public Policy Budget (APBD) (KUA) City Government Baubau FY 2015 in line with the realization of the vision and mission of the construction of the City Baubau then outlined in the Development Plan (RKPD) in the form of plans and annual program and the bridging process planning and budgeting. In addition, as well as to meet local obligations mandated by Law No. 23 Year 2014 on Regional Government. Development Plan (RKPD) set forth in the general policy of the Regional Budget (APBD) (KUA) and the next KUA translated back into priorities and Provisional Budget Ceiling (PPAS). Plan programs and activities in 2015 was the implementation of Baubau City RPJMD years 2013-2018 which includes the vision to be achieved, namely: Baubau realization that progressive, prosperous and cultured Year 2013-2018, through the mission of (1) Realizing the City Baubau The tongue in the Implementation governance; (2) Achieve Baubau City Safe For The People; (3) Realize Baubau City Forward In Social and Economic Development; (4) Realize the City Baubau As a city of culture and a popular tourist destination; (5) Realize Baubau City Beautiful in the principle of sustainable development; and (6) Realize the Baubau City Smooth With The Adequate Infrastructure Support (KUA) Baubau City FY 2015: I-3).

As outlined in the development plan KUA refers to the development priorities of national and provincial development priorities, as well as referring to the Medium Term Development Plan (RPJMD) City Baubau years 2013-2018. Baubau City development theme 2015: "Improving Public Service Supported Strong Governance System to Achieve Competitiveness of Regions". To realize this theme, the set of 6 (six) Baubau City development priorities in 2015 :

- a. Stabilization of Quality Governance The Clean and charismatic;
- b. Strengthening Security and Public Order (*Kamtibmas*) To Smooth Stability Government;

- c. Strengthening Institutional and Human Resources to Support the Development of Micro and Commodity Sector Economic Region;
- d. Development of the Local Cultural Values Through Culture Promotion and Implementation In-vent Cultural Attractions In Support of Tourism and Creative Economy Region;
- e. Against Environmental Improvement Development Support Through Environmental Conservation With Green City Development to Achieve Baubau Beautiful;
- f. Infrastructure Development equalization to all areas of society to ensure connectivity to the Public Service.

Vision, mission and priorities is a unity that can not be separated from national development agenda and the development agenda of Southeast Sulawesi province and is the principal pillar for achieving regional development objectives. Therefore, the synergy and consistency of development policies become fundamental to be implemented in every stage of the process of policy development in the area.

Public Policy Budget (APBD) also contains conditions Macro Economic Area, Assumption Budgeting, Revenue Policy Regional Policy Regional Shopping, policies Regional Funding Strategy and Its achievements, adjusted by Government Regulation No. 38 Year 2007 regarding Division of Government Affairs between Government, Provincial Government and Regional Government of Regency/City.

Public Policy Budget (APBD) (KUA) for Fiscal Year 2015 is a local government policies are formulated so that the process of preparing the Regional Budget (APBD) can be carried out effectively and efficiently. Translation of the stages contained in KUA RPJMD in fiscal year 2015 are also more directed and focused and able to comprehensively accommodate the dynamics of national and regional development. Public Policy Budget (APBD) is expected to maintain a synergy attainment of the development goals of the central government, the provincial government as well as a performance indicator to be used in the effectiveness of its implementation over a period of one year to the next. Conflict is also widely understood as a situation where there is competition to meet the objectives are not aligned from different groups (Miall, et al., 2000: 21).

Based on the observations found in the study site can be stated that the conduct of the conflict that occurred in FY 2015 KUA discussion between the legislative and executive branch agencies already occurred from fiscal year 2012 through fiscal year 2015. Seen conflicts that caused disagreements in the preparation of the 2015 budget year KUA between the legislature and the executive branch in determining the development theme of Baubau 2015, determining the development priorities of Baubau, determining the macro-economic framework regions, determine the basic assumptions used in the preparation of budgets, determining incomes policy areas, determine the shopping areas and local financing. According to Nicholson in Rozi, et al. (2006: 34) states that the conflict can be defined as the interaction between at least two individuals or groups that have different purposes. This difference is generally an ultimatum from the difference thoughts, words and deeds (in Rozi Chang, et al., 2006: 45).

According to executive development theme of Baubau 2015 have been prepared with reference to the National Medium Term Development Plan (RPJMN) 2013-2018, Medium Term Development Plan 2013-2018 Southeast Sulawesi Provincial and Regional Medium-Term Development Plan 2013-2018 Baubau City and Work Plan Local Government (RKPD) Baubau City in 2015. As already stated in Law No. 25 of the National Development Planning System (SPPN) that guide the region in implementing the development plan, the theme of regional development should occur synchronizing with the construction of national and provincial development , Therefore, the development theme of Baubau 2015 has met the elements specified in the rules and statutory regulations.

While the legislature of the view that the development theme of Baubau contained in KUA budget year 2015 should be able to address issues concerning the implementation of governance, development and social service of the Baubau City 2015. Thus the development theme is a reflection of the beginning of the implementation of the overall development Baubau City. The theme of development should be able to unravel the problems that occur in the area within a period of financial management.

Differences of opinion or disagreement between the executive by the legislature in understanding the development priorities of Baubau 2015. The Executive has set the development priorities of Baubau 2015 based on the theme of development and taking into account the development vision and mission are contained in the Baubau City RPJMD years 2013-2018 , the achievements of the program and activities of the previous year and were able to answer the various problems that occurred in the area and the community in 2015. The development priorities contained in the budget year 2015 KUA will then become a reference in determining priority programs and activities that will be contained in documents the City Baubau year PPAS Budget 2015 Legislature has a different view with the executive about Baubau City development priorities contained in KUA fiscal year 2015 that the development priorities of Baubau 2015 has not been considered able to answer the challenges of local government in 2015 because there is a macro and should focus on current issues faced by local governments present and future, so that each of the regional work units (SKPD), which is spearheading the development practitioners able to outline the development priorities in the form of programs and activities.

Different views and opinions between the executive by the legislature also occur in the macroeconomic framework contained in KUA fiscal year 2015. The Executive has submitted a draft macro-economic framework in the form of draft KUA 2015 economic growth rate of Baubau 2008 to 2012, the trend rate national economic growth, the province and the Baubau City 2013, GDP per capita, and the inflation rate by referring to the data submitted by Development Planning Agency at Sub-National Level (Bappeda) Baubau city, Baubau City Central Bureau of Statistics. The legislature has another view in monitoring macroeconomic framework contained in KUA fiscal year 2015 with an emphasis on outcomes that are realistic and tangible accordance with local conditions present. The macro-economic framework is not just numbers on paper but should be able to be applied in the field so as to change people's lives in general.

Another view of the differences between the executive by the legislature in discussing the determination of the basic assumptions used in the preparation of the Regional Budget (APBD). The Executive has submitted basic assumptions used in the preparation of Budget (APBD) with reference to the national data sourced from the Central Statistics Agency (BPS) of Baubau and Development Planning Agency at Sub-National Level (Bappeda) Baubau, and secondly on education is an institution or entity authorized or legal to be a reference collection supporting data in determining management policy governance, development and social services in the area. The legislature has a different view in scrutinizing the basic assumptions used in the preparation of Budget (APBD), that may be the Central Statistics Agency (BPS) of Baubau and Development Planning Agency at Sub-National Level (Bappeda) Baubau issuing data into the preparation of a document but executives also need to examine the condition and the real state of the community, so there is no marked difference between the data contained on paper to reality.

Income policy, financing and expenditure is part of KUA TA 2015 is one of the causes of the disagreements between the executive and the legislature. The Executive has given an overview of policy in improving local revenue by doing optimization sources of local revenue is based on the existing potential and prospects of its development (intensification and extension), capacity building of personnel resources and empowerment of personnel resources appropriately and conducive, increased activity and quality of service as well as the provision of infrastructure services and levy taxes, improving the quality, transparency and accountability of financial management and increased public awareness orderly and law-abiding, through the enforcement of the law. On the part of the legislature have different views in scrutinizing the policy of revenue, expenditure and financing areas that all the strategies set by the executive should lead to the achievement of revenue target area, as currently the revenue target area is not reached and the shopping areas not realized into the spotlight in the past two years, Receipt of financing large amount of Surplus Budget Year Previous (SiLPA) showed the executive's performance was not optimal in carrying out development.

B. Priorities and Provisional Budget Ceiling (PPAS)

Public Policy Budget (APBD) (KUA) Baubau City for Fiscal Year 2015 will be translated back into the priorities and Provisional Budget Ceiling (PPAS) for Fiscal Year 2015, which reflects the regional development priorities associated with the target to be achieved among the priorities of the program and the activities of the regional work units (SKPD) related. Program priorities of each Unit (SKPD) adapted to the regional government affairs are handled and has been synchronized with priority national programs listed in the Government Work Plan (RKP) 2015 have also been synchronized with the priorities of the provincial program that is listed in the Work Plan Local Government (RKPD) province in 2015.

Priorities and Provisional Budget Ceiling (PPAS) for Fiscal Year 2015 in addition to describing the budget ceiling while for personnel expenditure, interest, subsidies, grants, social assistance, shopping for results, financial aid and spending is not unexpected, as well as financing, also describes the budget ceiling while in each SKPD based on program priorities and activities of the Local Government Work Plan (RKPD). Ceiling while it will be a ceiling definitive after the draft local regulations on Budget (APBD) agreed upon between the head area with Parliament as well as the draft Local Regulation on Budget (APBD) is determined by the head of the region into a Local Regulation on Budget revenue and Expenditure (APBD).

In the meantime Priorities and Budget Ceiling (PPAS) Baubau City has set a 2015 fiscal year revenue of Rp. 713,377,781,438.00. consisting of the balance funds of Rp. 559,134,380,555.00, other areas of legitimate income of Rp. 104,911,887,528.00 and Local Revenue (PAD) Rp. 49,331,513,355.00. Fund balance is still the largest source of local revenue to support the implementation of development Baubau City 2015 Priorities and shopping area in the Provisional Budget Ceiling (PPAS) Baubau City budget year 2015 is projected to amount to Rp. 856 633 361 682 consisting of Indirect Expenditures of Rp. 444,110,082,481.00 and Direct Expenditure amounted Rp.412.523.279.201,00. While the financing of the planned area of Rp. 159 324 143 636 financing and expenditure of Rp. 12,500,000,000.00.

Based on observations in the location study conflict behavior of local government agencies between the executive by the legislature in the discussion of priorities and Provisional Budget Ceiling (PPAS) fiscal year

2015 occurred in determining income plan that is sourced from local revenue, prioritize programs and activities, determines shopping areas indirect and determine the provisional budget ceilings for direct expenditure.

Local revenue is one source of funding to finance the implementation of the programs and activities of local government. The discussion set PPAS local revenues in fiscal year 2015 Baubau City is a source of conflict between the executive by the legislature. Disagreements between the executive and legislature in the discussion meeting PPAS Baubau City budget year 2015 raises conflict behaviors. Executives emphasize aspects of optimizing the management of the priorities in the document PPAS Baubau City fiscal year 2015 to increase revenue. While the legislative to the executive expects revenues in addition to optimizing the objects of the original reception area that already exist, executives must also be able to find the source of the new local revenues so as to increase revenue. Supervision of the posts which became a local revenue collection should be improved to prevent the leakage of locally generated revenues. Beside that, the regulation on local revenues should be created and adjusted with the legislation in force so that the collection of local revenues have the force of law not be illegal levies in the community. Dissent or opposition is also happening in determining priority programs and activities undertaken by the City Government Baubau fiscal year 2015.

This difference is generally an ultimatum from the difference thoughts, words and deeds (in Rozi Chang, et al., 2006: 45). Different views and goals is often seen as a problem that can only be resolved if all parties have the same purpose, or when a more robust view of the view of others. Alternatively, the differences can be seen as resources that lead to a broader understanding of the problem and repair the situation at hand. Executive determines the priority programs and activities referring to the years 2013-2018 RPJMD Baubau City, RKP KUA fiscal year 2015 and fiscal year 2015. To achieve the vision and mission of a predetermined area, the programs and activities implemented each fiscal year must be correlated with the document Another planning, should also pay attention on education strategic plan (Strategic SKPD), and the Work Plan SKPD (working plan on education). While the legislative view that the programs and activities listed in Baubau City PPAS FY 2015 as well correlated with all of the initial document of regional planning must also be able to respond to the real conditions or circumstances that occur in the community. The development of people's lives in terms of cultural, economic and social politics is rapidly increasing. Legislature as an ambassador for the community in the local government has the responsibility to propose and oversee government programs and activities in order to answer the problems that occur in the community. Net aspiration legislative or recess made an important moment used by the public to propose programs and activities in order to achieve the goal of his life. Starting from here that the legislature take on an important role in the discussion of PPAS Baubau City budget year 2015. Proposed new programs and activities of the legislature in order to respond to the needs and interests of the coloring constitutional discussion meeting KUA 2015 fiscal year. Differences of opinion or other conflict occurs in determining the indirect spending areas undertaken by the City Government Baubau fiscal year 2015. The Executive specify indirect expenditure with reference to the priority needs of the current budget year and guided the previous year's spending. Indirect expenditures consists of employee expenditure, spending grants, social assistance expenditures and unexpected expenditures. Indirect spending in view of the legislature is a mandatory expenditure that can not be ignored. The determination of indirect expenditures should be counted carefully, thoroughly and accurately as it concerns the financing plan shall mainly personnel expenses. Budgeting personnel should pay attention to the increase in salary increases periodically Civil Servants (PNS), additional family allowances of civil servants, civil servants allowances, salary increases due to promotion of civil servants as well as other factors that cause the increase in personnel expenses. Special grants and social assistance spending in budgeting must consider aspects of the needs and interests of the region as well as the procedures and rules that are used to support the implementation of this expenditure.

Beside that, dissent or disagreement occurs in determining the area of direct expenditure made by the government of Baubau fiscal year 2015. Direct expenditure is budgeted expenditure directly related to the implementation of programs and activities (Article 36 paragraph (3) Regulation 13 of 2006). Direct expenditure consists of expenditure of employees, expenditures for goods and services and capital expenditures. Executive direct expenditure in fiscal year 2015 based on priority programs and activities that the duty and function of SKPD in fiscal year 2015, and still guided by the previous year's budget. According to the Legislative budgeting direct budget year 2015 should be guided portions amount set budget legislation such as the education fund at least 20 per cent of the Budget (APBD) and health funds at least 10 percent of funds Budget and Expenditure (APBD) salaries of civil servants outside the health sector. Besides direct expenditure refers to fiscal year 2015 and providing guidance to the KUA 2015.

C. Draft Budget (APBD)

Preparation of the Draft Budget and Expenditure (budgets) are made each year by the regional government by referring to the Regulation of the Minister of Home Affairs Number 13 Year 2006 regarding Guidelines for Financial Management and Regulation of the Minister of Home Affairs Number 37 Year 2014 on Guidelines for Preparation of Budget and Expenditure Year Budget 2015. In both these regulations, is

emphasized in the preparation of budgets must be consistent between the planning documents budgeting documents. PPAS is a planning document and the proposed budget is a budget document. Baubau City RAPBD fiscal year 2015 are based on Budget Work Plan SKPD (RKA-SKPD) 2015 fiscal year budgets Baubau City budget year 2015, revenues are set at Rp. 714,705,032,118.00 shopping area of Rp. 861,529,175,754.00 and regional financing of Rp. 159,324,143,636.00 while in PPAS Baubau City area financial year 2015 revenue of Rp. 709 809 218 046, shopping area of Rp. 856,633,361,682.00 and regional financing of Rp. 159,324,143,636.00.

Different views and opinions between executive and legislature in the discussion of budgets beginning with the debate about differences in the amount of revenue, expenditure and financing are contained in the area of fiscal year 2015 budgets is different from that contained in PPAS fiscal year 2015. The Executive argues that the difference between local budget documents with a PPAS the ordinary and reasonable, the difference is unavoidable due to the executive must be able to accommodate all interests that become development priorities made by SKPD, while another argued that legislative budgets of fiscal year 2015 could differ from PPAS fiscal year 2015. The preparation of budgets of the fiscal year 2015 Work Plan and Budget based on education (RKA-SKPD) made by SKPD and guided by the PPAS fiscal year 2015 has been agreed between the executive and the legislature. Beside that the fiscal year 2015 proposed budget discussions between the executive and legislative debate tinged-long debate caused the rationalization of the budget, a priority program of activities.

Legislature considers that the budget contained in the budget of fiscal year 2015 are too high and need to be rationalized because it is not an activity that is important and urgent that it can be diverted to other programs and activities and the urgent need to accelerate the implementation. The activities in question are budgetary provision of services of correspondence Rp. 144,622,000.00, a budget provision of office stationery Rp. 1,762,058,600.00, printing and copying services budget of Rp. 1,749,710,900.00, equipment budget services and office equipment amounting to Rp. 1,233,750,000.00, provision of food and drink budget of Rp. 4,144,194,000.00 and official travel budget of Rp. 9,026,238,820.00, but other executives argue that such activity is an activity that is essential to provide support to the implementation of the power of government. In order to respond to public demand for legislative proposals put forward several new programs and activities related to the interests of their constituents and the general interest in the discussion of fiscal year 2015. The demand RAPBD legislature to rationalize some of the programs and activities carried out so that the budget is derived from rationalization programs and activities can be used on programs and new activities proposed by the legislature.

Opposition and other debates also took place between the executive and legislature caused by various problems that occur in people who have not been able to be resolved completely by the government, such as education, health services, clean water, transportation and other issues that still need the comprehensive settlement of the government, Besides the debate also occurs because of the questions posed by the legislature does not touch the subject matter contained in the proposed budget of fiscal year 2015, due in part it has not been understood legislative and understand the overall content of the proposed budget. But in the midst of the high enthusiasm of the legislature in deepening and correction RAPBD fiscal year 2015 there were also some members who do not follow the legislative process RAPBD discussion of fiscal year 2015.

In the discussion of fiscal year 2015 in addition to local budget is done in a meeting of the board openly plenary also performed at smaller meetings behind closed doors. This is done to make-talks and specific commitments between the executive and the legislature in order RAPBD fiscal year 2015 can be passed quickly and on time.

Dissent or conflict that occurs between the executive by the legislature in the discussion KUA, PPAS and RAPBD Baubau City budget year 2015 spawned conflict behavior is by trying to fight for the interests of the region to improve the welfare of local communities together and on the other hand the executive branch and agencies the legislature also sought to meet their own interests. The behavior exhibited by local government agencies Baubau City is the executive by the legislature in the discussion KUA, PPAS and RAPBD fiscal year 2015 in line with the model of the behavior of the two dimensions described by Robbins (2015: 312) the dimensions of mutual cooperation (a condition where one party seeks to satisfy the attention of the other party) and specificity (a condition where one of the parties seeks to satisfy his own attention). In the behavior of the two dimensions identified five dimensions of conflict behavior which compete (assertive and uncooperative), collaborated (firm and working together), avoidance (not assertive and uncooperative), accommodating (not firm and working together) and compromise (halfway between firmness and mutual cooperation).

Conflict behavior shown by the executive and legislature in the discussion KUA, PPAS and RAPBD Baubau City budget year 2015 is : a) compete (assertive and uncooperative), the budget allocated regional income primarily local revenues executive remains at its founding by retaining earnings that have been proposed, while the brush firmly and not cooperate is also demonstrated by some members of the legislature while retaining the opinion in the discussion KUA, PPAS and RAPBD Baubau City budget year 2015, b) collaborated (firm and working together), although the executive and legislative behave firmly but continues to work as the determination of the allocation of funds for education and health of at least 20 percent of at least 10

percent of the budget, c) avoid (not assertive and uncooperative), avoidance behavior shown by some legislators in the discussion of the discussion of KUA, PPAS and RAPBD Baubau City budget year 2015, d). accommodate (not firm and working together), the problems of certain contained in KUA, PPAS and RAPBD Baubau City budget year 2015 both the executive and the legislature to take a stand not maintain their own opinion but want to cooperate for the success of the discussion of KUA, PPAS and RAPBD Baubau City budget year 2015, e) compromise (halfway between assertiveness and cooperativeness), in the discussion of KUA, PPAS and RAPBD Baubau City budget year 2015 there is a conflict and debate between the executive and the legislature but both still make compromises.

Based on observations at the study site in addition to the behavior of two-dimensional conflict presented by Robbins (2015: 312), in the discussion of KUA, PPAS and RAPBD Baubau City budget year 2015 also happens that conflict behavior Apathy, and Payment of Reward. Apathetic or indifferent behavior shown by the level of legislative presence in the discussion KUA, PPAS and RAPBD Baubau City fiscal year 2015. In addition indifference shown by some legislators who attended the hearing discussion KUA, PPAS and RAPBD Baubau City budget year 2015, by not reacting nothing better to do to make corrections and questions to explore the design of KUA, PPAS and RAPBD Baubau City fiscal year 2015. In the discussion of KUA, PPAS and RAPBD Baubau City budget year 2015 legislature also did emphases by proposing new programs and activities derived from constituents either through open meetings and performed at smaller meetings behind closed doors with the executive so that programs and activities included in the proposed budget Baubau City budget year 2015. The meeting also discussed the discussion when the discussion KUA services, PPAS and RAPBD Baubau City budget year 2015 will be done quickly. Services referred to the discussion can be passed programs and new activities proposed by the legislative and other matters.

D. Behavioural Conflict Resolution Model Legislature And The Executive In The Preparation Of Budget Baubau City

The conflict between the executive and legislature in the discussion KUA, PPAS and RAPBD Baubau City budget year 2015 should be completed. It required a form of conflict resolution dimension of conflict resolution as it has been submitted Robbins (2008), which consists of avoiding, accommodating, compromising, competing, collaborating. More specifically outlined dimensions of conflict resolution to resolve the conflict behavior of the legislature and the executive in the discussion KUA Government Baubau City fiscal year 2015 as follows :

- a) Avoiding Conflicts (Avoiding), based on observations of the executive and legislative institutions have been using avoiding action to deal with conflicts in the discussion of KUA, PPAS and RAPBD Baubau City fiscal year 2015. However, in reality the conflict between the two sides still occur repeatedly ,
- b) Accommodation (Accommodating), based on observations from both sides ways of handling conflict behavior through accommodating that conflict handling is done by willing to sacrifice or considering various proposals, repair, correction or repair records, so that the executive received approval from the legislature in discussions KUA , PPAS and RAPBD Baubau City budget year 2015.
- c) Compromise (compromising), based on the observations of the two parties, which implement ways of handling conflict behavior by compromising that address issues of debate, disagreement and differences when it has an interest and the same goal, so that through a win-win solution is obtained the balance of understanding without feeling harmed and cause the work to create harmony in the discussions discussion KUA, PPAS and RAPBD Baubau City budget year 2015.
- d) Competing (Competition), based on the observations of the two parties, which implement ways of handling conflict behavior through competition that is competing in handling various cases in accordance with the interests to be achieved, so it needs to compete in a healthy, meaning ready to win ready to lose without alienating their respective roles parties to provide input or approval under discussion KUA, PPAS and RAPBD Baubau City budget year 2015
- e) Collaborate (Collaborating), based on the observations of the two parties, which implement ways of handling conflict behavior through collaborating that is mutually integrate the views in private as well as the general view that can generate a consequence measures problem-solving solutions debated in the discussion KUA, PPAS and RAPBD Baubau City year Budget 2015. In this way the expected behavior of the conflict between the executive and the legislature will be resolved properly.

Most people think that the conflict must be managed and resolved, but the conflict was essential for a life concept of the group (Stoner et al, 2005). The conflict according to Hendricks (2004) can be classified into two types, namely; conflict intrapersonal, and interpersonal conflict.

Based on the above, this research has been applied to the model settlement of conflict behavior in budgeting City Government Baubau, such as the avoidance of disputes or conflicts that aggravate the atmosphere of conflict, to accommodate the problems with receptive and provide inputs for the mutual benefit,

mutual compromise to materialize interest and a common goal, to compete by making quick decisions and precise and collaborate to find a situation that is mutually agreeable. But the dimensions of conflict management that is applied is not able to reduce conflict behaviors that are often caused by both sides, so it needs to be a model of conflict resolution to address it from being repeated.

Understanding the dimensions of the handling of conflict behavior based on the results of research related to the handling of avoiding conflict, accommodating, compromising, and collaborating competition, can be interpreted not been effective in damping, reduce and keep the executive and legislature to conflict. Therefore we need a new model of conflict management in budgeting ie conflict recovery revamping the model or models of conflict is an improved model in conflict resolution by using good communication and law enforcement as an additional settlement. Conflicts surface has a shallow root or not root arises simply because of misconceptions about the target, which can be addressed by improving communication (Fisher et al, 2001: 6). While the conflict can be felt, known, expressed through behaviors of communication (Pruitt and Jeffrey, 2004).

Handling conflict behavior by doing good communication are two sides to establish good communication prior to the preparation of KUA, PPAS and RAPBD that all interests with priority and discussed together on certain forums. Good communication also continues at the discussion stage KUA, PPAS and budgets so that each party remains maintain harmonious relationship at the time of the discussion together openly. Good communication or communications were both given a spacious room and a large portion as well as a foundation or support in establishing a working relationship between the executive by the legislature. Handling conflict behavior by Law Enforcement or law enforcement as a last resort and is the highest in the a conflict settlement. Law enforcement in its broadest sense is a process or enforcement function or legal norms. Law enforcement in the discussion KUA, PPAS and administrative law enforcement budgets are respectively the obedient subject to provisions already stipulated in legislation. Signs discussion KUA, PPAS and budgets have been set by Act No. 25 of 2004 on National Development Planning System (SPPN), Act Noor 24 Year 2014 on Regional Government, Government Regulation No. 58 Year 2005 on Regional Financial Management and Regulation 13 of 2006 on Regional Financial Management Guidelines. Law Enforcement placed in the highest position in the settlement of the conflict on both sides. The conflict recovery revamping the model or the model shown in Figure 1 the following conflicts:

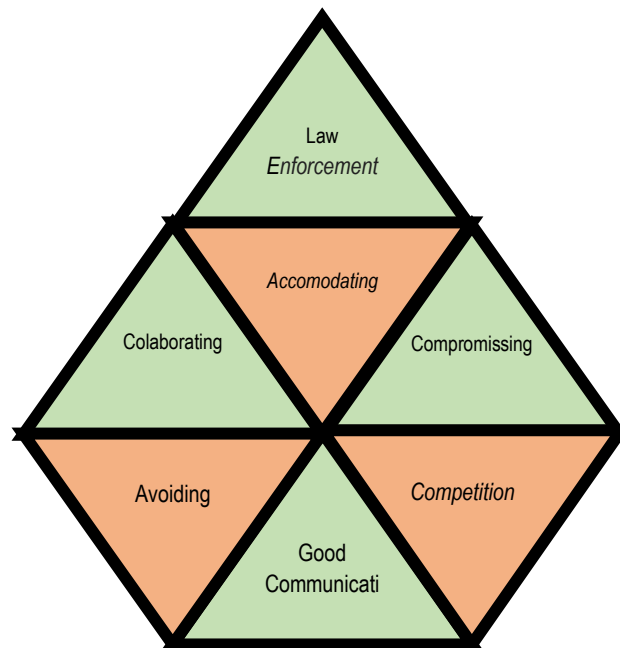


Figure 1. Model Settling Conflicts

Model revamping the conflict as described above can be used to streamline the handling of conflicts of two-dimensional behavior that occurs between the executive and the legislature through the handling of avoiding, accommodating, compromising, and collaborating competition; Good Communication and Law Enforcement, so that in the future no longer occurs in the discussion of the ongoing conflict KUA, PPAS and Baubau City budget.

CONCLUSION

1. The conflict and debate between the executive and legislative institutions that pose a conflict behavior in terms of determining the development theme of Baubau 2015, determining the development priorities of Baubau, determine the areas of macro-economic framework, determine the basic assumptions used in the preparation of budgets, conflict determine the policy of regional income, expenditure and financing conflict areas in the discussion stage KUA Government Baubau City budget year 2015.
2. Conflicts in determining income plan that is sourced from local revenue, prioritize programs and activities, determines shopping areas not directly and determine the provisional budget ceilings for direct spending behaviors that cause conflict between the executive and the legislature in the discussion PPAS City Government Baubau year 2015 budget.
3. Conflicts and debates that lead to the behavior of a conflict between the executive and the legislature also took place in the discussion of the draft budget Baubau District Government budget year 2015.
4. Model the right to use in resolving the conflict between the executive and the legislature in budgeting Baubau City namely "Model Settling Conflicts"

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