

Crisis and Disaster Management Choice Strategy

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ABSTRACT

Predicting the occurrence of a crisis is indeed difficult, where insensitivity picks up signals from existing symptoms, causing it to only realize when the crisis situation. If you are not able to handle it will have bad consequences, and even the impact can not be predicted when it ends. Therefore, optimal efforts to reduce risks and uncertainties are carried out during a crisis, so that crisis management is needed to quickly return to normal. Risk conditions are conditions that have an impact on a situation such that it can cause a crisis or even a disaster. Crisis is a situation of very high potential towards disaster in a short span of time. While disasters are events that threaten and disrupt life and livelihoods caused by natural factors and / or factors not natural or human factors, causing casualties, environmental damage, property losses, and psychological impacts. So, crises and disasters require proper management. Accordingly, comparative advantage as a strategy can be a choice for crisis and disaster management.

Keywords: development of strategic environment; factual and potential aspects; competition and cooperation; strategic decision making.

INTRODUCTION

As the dynamics of the development of the strategic environment, technological advances are so rapid, especially information-based technology that causes borderless. Then, irrational matters become rational, the thinner the boundaries of war and peace, the advancing volatility, uncertainty, complexity and ambiguity (VUCA), as well as many more crucial issues become global phenomena, making it more complicated to formulate threats, more complex in decision making and the increasingly difficult forecasts of the future, which comprehensively require procrastination. In this regard, in this increasingly modern era development in many ways is a logical consequence, so it is not surprising that no single nation has been spared from the brunt of the current of globalization that has positive and negative impacts, depending on how to respond. When human resources are development capital, when natural resources are the source of natural wealth, when geography is a strategic position, then everything will be meaningless if management does not work as it should. Paying attention to the dynamic life of the world, the complexity of the symptoms of the crisis is not infrequently undetected and not responded to in the time available, so it is not surprising that it is only realized when a crisis actually occurs.

The time dimension gives room for anticipation steps before a crisis occurs, so weaknesses in anticipating the presence of a crisis require anticipatory steps in an operational framework. That is

why preventing a crisis is better than avoiding a crisis. In this regard, the risk condition is understood as a condition that impacts a situation in such a way that it can cause crisis or disaster. Therefore, crisis management is to avoid disaster, while optimal efforts to reduce risk and uncertainty are carried out during a crisis, so that crisis management is needed to prevent crises and deal with crises so that they can quickly return to normal. Likewise with disasters that can occur in any field, crises and disasters require appropriate management, which specifically the nature of the disaster is very varied in various places.

With regard to crises and disasters, it is important to realize that the effects or impacts can be unpredictable when they end, so that signs of systemic decline and total destruction can occur. Lack of sensitivity to the symptoms of crisis sometimes makes the response to early warning more not the most consistent thing. In general, this is actually a major setback that is either consciously or unconsciously experienced by such a situation as if it were a normative or routine thing. Example: disasters can occur without warning among most disasters giving sufficient warning to their occurrence and this is called the crisis period. However, among the facts when they were given an early warning of a natural disaster so that action was taken by the community, but among the evacuation actions there were still people who remained where the disaster was expected to occur.

This is a form of information dissemination about disaster warning that may not be synchronized by various information, thus providing different understandings, perceptions, and beliefs. This kind of situation can also occur in the business world, so that when a crisis or disaster really does occur, then a large loss becomes a necessity due to the impact of the crisis and disaster. Likewise in other fields, including governance, so that "Information is a very strategic key," in crisis and disaster management.

Advances in technology, especially information-based technology provide a broad interpersonal communication space, in addition to positive impacts, negative impacts are increasingly seen as a symptom of a crisis in the midst of the dynamics of global interaction bringing the potential for thick crisis. Infiltration of values that are not in accordance with the values that become the identity of a nation has changed the lifestyle of the community, which actually considers these changes appropriate. As a result, the decline in the spirit of nationalism is not impossible and this is actually a crisis, a crisis of values. Thus, the crisis of value is real but it seems that it is not a crisis, so it is seen as a normative dynamic life. According to (Giddens, 1995) [1], values are ideas held by a person or group about what is desired, what is feasible, and what is good or bad.

Then, values are ideas about whether an action is important or not important, (Horton & Hunt, 1987) [2]. Meanwhile, according to (Schaefer & P.Lmm, 1998) [3], values are collective (together) ideas about what is considered good, important, desirable, and considered worthy. At the same time about what is considered not good, not important, not desirable and not appropriate in terms of culture. Value refers to what is important in human life, both as individuals and as members of society. Listening to the opinions of these experts, the author understands values as a holistic idea of what is in the mind of a person or most members of the public about what is considered good, valuable, and important in life that serves as a guide that gives orientation to his life.

If it is realized, the value crisis will become more chronic if it is not appropriately handled, causing potential threats to become factual, where factual threats are threats that are actually faced today

which thus constitute a real threat. Meanwhile, potential threats are threats that surface when there are triggers, in other words, if not handled properly, they will appear to be factual. Example: thanks to the advancement of information technology, cyber crime has emerged which clearly shows symptoms of a decline in social value and can even be a tool, means and resources of war in the present and future, namely cyber war. If cyber crime does not merely threaten individuals, it threatens public interests and safety, and even greater is threatening the nation state, so that this crisis develops into a disaster.

Crisis and disaster are consequences that become challenges, so how the crisis and disaster situation can be effectively and efficiently managed in such a way as to minimize risk and increase certainty so that it can quickly return to normal, carried out. That is why, in crisis and disaster management, various strategic plans and operational plans are developed within a framework of strategic decision making in anticipation of all possible crises and disasters. Organizing, preparing resources and infrastructure as well as making appropriate decisions, are comprehensively prepared in anticipation of a crisis and disaster will be very useful, so that the interaction of all parties in a strategic environment is faced with the choice between cooperation and conflict more strategic.

METHODS

This paper uses the deductive method and desk study, including examination and analysis as well as secondary data information with a phenomenological approach, revealing the meaning and paying attention to the dynamics of the development of the strategic environment.

RESULTS AND DISCUSSION

Crisis, is a dangerous situation (in suffering from illness); very severe; critical situation; crisis gloomy circumstances (about economics, morals, etc.); the decisive moment in the story or drama when the situation becomes dangerous and a decision must be made [4]. Meanwhile, disaster is something that causes (causes) distress, loss, or suffering; accident; danger: dishonest leaders will cause - for the country and nation; in danger; in an accident; disruption; temptation: they hold salvation to resist - evil spirits, meanwhile natural disasters are natural disasters (such as earthquakes, big winds, and floods) [5]. In this regard, the ability to make decisions and available resources, will determine the effectiveness and efficiency in dealing with a crisis or disaster. In addition, it is very important to be as complete and precise as possible about the information obtained, because it relates to alternatives and probabilities, in addition to the relativity of strengths and weaknesses that are available as well as possible opportunities that exist and the adverse effects of crises or disasters that pose a threat, it is necessary cooperation between parties internally and externally.

One international agreement that shows the importance of disaster management is regulated by international law, namely, "Convention Establishing an International Relief Union in 1927," (Agoes & Profesor of Universitas Padjajaran, 2005) [6]. Meanwhile, based on the Law of the Republic of Indonesia (UURI) Number 24 Year 2007, concerning Disaster Management, article 1 paragraph (1), "Disasters are events or series of events that threaten and disrupt people's lives and livelihoods caused, both by natural factors and / or non-natural factors and human factors that result in human casualties, environmental damage, property losses, and psychological impacts, "and in paragraph (2)," Natural disasters are disasters caused by events or series of events caused by nature including

earthquakes, tsunamis, volcanoes, floods, droughts, hurricanes and landslides. " If a disaster is understood as an event by nature or caused by non-natural factors or by human factors, so that it adversely affects the community or community groups or organizations, then the disaster is a danger. Danger is a natural or artificial phenomenon that has the potential to threaten human life and the environment and cause loss of property. As a result, those affected have to respond with extraordinary steps. The short span of time before a disaster is a crisis period, where fast and precise decisions under extraordinary pressure are needed to be able to immediately restore the situation of a disaster that will occur, whereas, before the crisis is a period of crisis prevention or avoidance, where the framework as a system applied.

Likewise, the pre-disaster period, the situation does not occur, the prevention and reduction of disaster risks are carried out as well as the situation there is a potential for disaster so that preparedness, early warning and disaster mitigation are carried out. Then when a disaster occurs, rescue and evacuation of victims affected by the disaster, a period of disaster emergency response, and after that period is a post-disaster period, carried out rehabilitation and reconstruction. The present era of competition, cooperation and war boundaries is increasingly blurred, where facts in the real world without triggering conflicts in peacetime are reasonable enough to be interpreted as perceptions which are nothing more than transformations of war in a broader sense. If so, then it can be captured the meaning that various motivations are based on all the expertise of the calculation carried out certainly not for the purpose of being in vain, so it is very likely that comparative advantage can be a strategic choice strategy for crisis and disaster management as a trend that can be felt gives more meaningful meaning in a relationship between parties rather than visible, a form of cooperation can be seen, but behind it all may be part of the motivation to win a conflict. Such matter is quite relevant as something that can be admitted to strengthen the fact that the international system is essentially anarchist in nature.

Therefore, it is sufficient to ensure that comparative advantage can be a strategic solution as a strategic choice in crisis and disaster management. Comparative advantage is how to achieve common goals with all the advantages possessed both by organizations and against other organizations including by the nation state, so that comparative advantage can be a solution that has the potential to increase strength and ability to create excellence to deal with what is encountered. If to achieve a common goal with all the advantages carried out through concerted efforts with all the forces synchronized with various efforts both directly and indirectly interconnected, then comparative advantage is very appropriate for crisis and disaster management. And not only that, comparative advantage will truly interpret the meaning of a relationship, so this provides the understanding and understanding that, "Cooperation is not comparative advantage, but comparative advantage is certainly cooperation." In this regard, trying to explore the strengths, weaknesses, opportunities, and threats in engineering for decision making that holistically includes comparative advantages, competitive advantages and individuals, using analytic hierarchie process (AHP) and Fishbone Diagrams in the context of crisis and disaster management.

Analytic Hierarchie Process (AHP)

In the practice of applying the AHP method, classifying strengths, weaknesses, opportunities, and threats as criteria elements that can be seen the weight / contribution of these elements, towards the decision making goals, into alternative solutions for the best / selected priority strategies,

including: competitive advantage, comparative advantage, and individual, so that from several criteria a hierarchy of problems can be formed in the selection of models, shown in Figure 3.1.a.

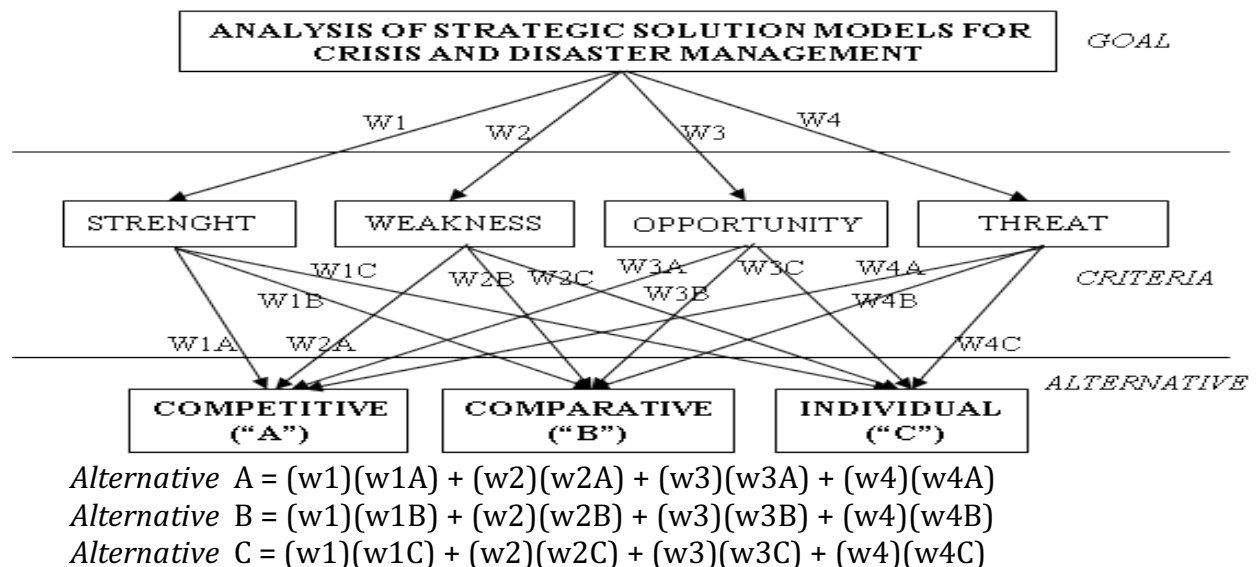


Figure 1: Analysis of Model Problems in AHP

Source: data processed by the author

Numerical Weighting Scale AHP Method of Decision Judgment								
Numeric Scale	Qualitative Scale and Definition							
1	The importance of one matrix element's importance is equally important compared to the other matrix elements							
3	The importance of one matrix element is considered to be slightly more important than another matrix element							
5	The importance of one matrix element's importance is considered quite important compared to the other matrix elements							
7	The importance weight of one matrix element is considered very important compared to other matrix elements.							
9	The importance of one matrix element's importance is considered absolute (very important) compared to the other matrix elements.							
Note: The value between the two scales above is defined as having the importance of adjacent scales								
1. DETERMINING THE AMOUNT OF COMPARATIVE COMPARATIVE COLUMNS								
	CRITERIA 1 STRENGHT	CRITERIA 2 WEAKNESS	CRITERIA 3 OPPORTUNITY	CRITERIA 4 THREAT				
CRITERIA 1	1	0,33	3	0,11				
CRITERIA 2	3	1	3	0,14				
CRITERIA 3	0	0,33	1	0,11				
CRITERIA 4	9	7,00	9,00	1				
AMOUNT	13	9	16	1				
2. COUNTING EIGEN VALUES								
	CRITERIA 1 STRENGHT	CRITERIA 2 WEAKNESS	CRITERIA 3 OPPORTUNITY	CRITERIA 4 THREAT				
CRITERIA 1	4	2,44	8,00	0,60				
CRITERIA 2	8	4	16	0,95				
CRITERIA 3	2,67	1,56	4,00	0,31				
CRITERIA 4	42	20,00	66,00	4				
AMOUNT	56,952	28,000	94,286	5,862				
3. CHECK EIGEN VALUES BY QUADRATING AGAIN EIGEN VALUES								
	CRITERIA 1 STRENGHT	CRITERIA 2 WEAKNESS	CRITERIA 3 OPPORTUNITY	CRITERIA 4 THREAT	LINE AMOUNT	NORMAL	KET	CRITERIA
CRITERIA 1	82,92	44,06	143,62	9,61	280,21	0,086	Ranking 3	STRENGHT
CRITERIA 2	149,71	80,63	259,43	17,61	507,39	0,156	Ranking 2	WEAKNESS
CRITERIA 3	47,11	25,10	82,92	5,54	160,68	0,049	Ranking 4	OPPORTUNITY
CRITERIA 4	677,71	365,33	1189,71	80,63	2313,40	0,709	Ranking 1	THREAT
AMOUNT	957,46	515,13	1675,68	113,40	3261,68			
EIGEN VALUES SHOW CRITERIA RANKING:								
1. THREAT		2. WEAKNESS		3. STRENGHT		4. OPPORTUNITY		

4. CHECKING THE CONSISTENCY RATIO

Multiply the Pairwise Rank Comparison Matrix

Value Calculation (RC)			(COMPARATIVE COMPARISON MATRIC)															
CRITERIA	NORMALIZATION	CRITERIA	CRITERIA 1	CRITERIA 2	CRITERIA 3	CRITERIA 4												
CRITERIA 1	0,086	CRITERIA 1	1	0,33	3,00	0,11												
CRITERIA 2	0,156	CRITERIA 2	3	1	3	0												
CRITERIA 3	0,049	CRITERIA 3	0	0,33	1	0												
CRITERIA 4	0,709	CRITERIA 4	9	7,00	9,00	1												
		AMOUNT	13,333	8,667	16,000	1,365												
Weighted Number Vector (WNV) = RC x Pairwise Comparison Matrix																		
	CRITERIA 1	CRITERIA 2	CRITERIA 3	CRITERIA 4	AMOUNT													
CRITERIA 1	0,086	0,052	0,148	0,079	0,364	Consistency Index (CI) = (Lambda-n) / (n-1) 4,246 / 4 = 0,082												
CRITERIA 2	0,258	0,156	0,148	0,101	0,662													
CRITERIA 3	0,029	0,052	0,049	0,079	0,209													
CRITERIA 4	0,773	1,089	0,443	0,709	3,015													
				AMOUNT	4,250	CONSISTANCY RATIO (CR) = CI / RI												
Consistency Vector (VC) = WNV (Weighted Number Vector) / RC (Ranking Criteria)																		
WNV	RC or NORMAL	CV	TABEL RI (Random Index)															
0,364	0,086	4,241	Oder Matrix RI atau IR	1	2	3	4	5	6	7	8	9	10					
0,662	0,156	4,258		0	0,58	0,9	1,12	1,24	1,32	1,41	1,45	1,49						
0,209	0,049	4,234																
3,015	0,709	4,251																
TOTAL		16,983	For n = 4, RI (Random Index) = 0,9 (As per the Table), so that:															
AVEREAGE		4,246 (LAMBDA)	Consistency Ratio (CR) = CI/RI = 0,082 divided 0,9 = 0,091 = 9,11%															
Consistency Ratio (CR) 9,11% (no more than 10%) is good consistency																		
STRENGHT						WEAKNESS												
A	A	B	C			A	A	B	C									
A	1	0,20	3			A	1	5	3									
B	5	1	7			B	0,20	1	3									
C	0,33	0,14	1			C	0,33	0,33	1									
	A	B	C	AMOUNT	P VECTOR		A	B	C	AMOUNT	P VECTOR							
A	3	1	7	11	0,186	A	3	11	21	35,00	0,672							
B	12	3	29	44	0,735	B	1,40	3	6,60	11,00	0,211							
C	1	0	3	5	0,079	C	0,73	2,33	3	6,07	0,117							
				60						52,07								
OPPORTUNITY														THREAT				
	A	B	C				A	B	C									
A	1	3	3				A	1	0,20	3								
B	0,33	1	2				B	5	1	3								
C	0,33	0,50	1				C	0,33	0,33	1								
	A	B	C	AMOUNT	P VECTOR		A	B	C	AMOUNT	P VECTOR							
A	3	7,50	12,00	22,50	0,597	A	3	1,4	6,6	11	0,211							
B	1,33	3	5	9,33	0,248	B	11	3	21	35	0,672							
C	0,83	2	3	5,83	0,155	C	2	1	3	6	0,117							
				37,67						52								
A	STRENGHT		WEAKNESS		OPPORTUNITY		THREAT		INFORMATION									
	0,086		0,156		0,049		0,709		A = COMPETITIVE ADVANTAGES									
	0,186		0,672		0,597		0,211		B = COMPARATIVE ADVANTAGES									
	0,016		0,105		0,029		0,150		C = INDIVIDUAL									
(NUMBERS) →																		
B	STRENGHT		WEAKNESS		OPPORTUNITY		THREAT											
	0,086		0,156		0,049		0,709											
	0,735		0,211		0,248		0,672											
	0,063		0,033		0,012		0,477		= 0,585 = 58,50%									
(NUMBERS) →																		
C	STRENGHT		WEAKNESS		OPPORTUNITY		THREAT											
	0,086		0,156		0,049		0,709											
	0,079		0,117		0,155		0,117											
	0,007		0,018		0,008		0,083		= 0,115 = 11,51% +									
(NUMBERS) →														100.00%				

Figure 3.1.b, The results of the analysis using AHP obtained: comparative advantage of 58.50%; competitive advantage of 29.98%, and; individual by 11.51%, with priority criteria: 1. Threat; 2. Weakness; 3. Strength, and: 4. Opportunity, with a consistency ratio of 9.11%.

Based on AHP results, the highest comparative advantage is obtained compared to competitive and individual advantages (in the sense of standing on one's own feet in crisis and disaster management). Here it shows that comparative advantage gives added value in a broad sense in terms of threats, weaknesses, strengths and opportunities in crisis and disaster management. Although the results of the AHP can be said to be subjective, they can certainly be encouraging pemuntahiran, make a positive contribution in the management of crisis and disaster. The priority order criteria with a consistency ratio below 10% is good consistency, so placing threats as top priority makes sense. Everything related to crises and disasters focuses on the fact that crises and disasters are threats, and certainly the threat is dangerous with all its effects. Then, pay attention to weaknesses as the next sequence.

This is quite relevant, where recognizing and understanding various weaknesses as views in terms of crises and disasters will be better than looking at strengths or opportunities first, because not being able to identify symptoms that arise before crises or disasters is including weaknesses and not strengths or opportunities. No matter how big the strength or opportunity, but only aware of the situation at the point of crisis or sudden disaster, the strength and opportunity in the period before the crisis and disaster, such as prevention and avoidance becomes useless, and this is dangerous. Furthermore, concentration on strength before opportunity is the right thing as SWOT theory which is the present analysis, looking at internal factors first, external factors, while crisis and disaster are now and not in the future. In contrast to TOWS which is the future analysis, looking at external factors and then internal factors. Thus, the preparation of resources as a force will soon be able to adjust opportunities rather than looking for opportunities before preparing available resources, because the time span of the crisis is short and decision making and available resources will determine the effectiveness and efficiency in crisis and disaster management.

Fishbone Diagram

Fishbone Diagrams are often called Cause-and-Effect Diagrams or Ishikawa Diagrams, introduced by Dr. Kaoru Ishikawa, a quality control expert from Japan, is one of seven basic quality tools. *Fishbone diagrams* are used when wanting to identify possible causes of a problem and especially when a team tends to fall into a routine (Tague, 2005) [7]. Action and improvement steps will be easier to do if the problem and the root cause of the problem has been found. The benefits of this *fishbone diagram* can help to find the root causes of problems in a user friendly manner, where user friendly tools are preferred by people in the manufacturing industry, whose popular processes have a wide variety of variables that have the potential to cause problems (Purba, 2008, para. 1-6) [8]. *Fishbone diagrams* will identify various potential causes of a problem, and analyze the problem through brainstorming. Problems are broken down into a number of related categories, including people, materials, procedures, policies, and so on. Each category has causes that need to be explained through brainstorming.

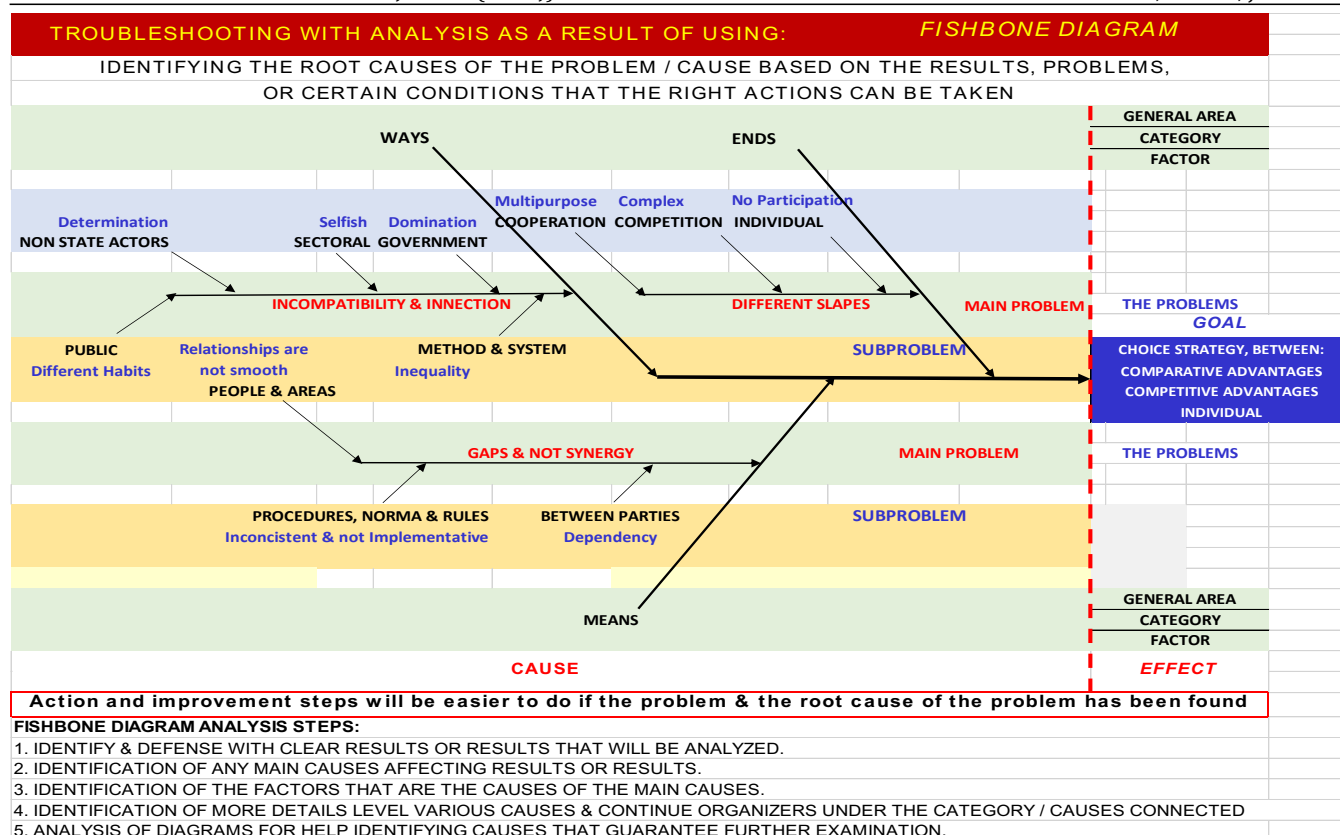


Figure 3: Fishbone Diagram

Source: data processed by the author

Using this fishbone diagram, they are to: (1) help determine the root cause of the problem with a structured approach; (2) shows the possible causes of variations or differences that occur in a process; (3) Increase knowledge about the process analyzed by helping everyone to learn more about various work factors and how these factors are interrelated. Thus, it is hoped that through fishbone diagrams a picture of comparative advantage will be obtained as the results of AHP can be chosen as an alternative strategy for crisis and disaster management.

Identification and Definition of Effects

The identification results are based on the formulation of the problem, namely the choice of strategies which are most likely to contribute to minimizing risk and increasing certainty as a form of integrity of crisis and disaster management so as to prevent or avoid crises and disasters as well as quickly restore the situation back to normal or cope with disasters. For this reason, the factual potential that threatens integrity in crisis and disaster management is the most likely factual entry as a result of all causes created in the fishbone diagram. As is known, that "disintegrity" is the opposite of integrity, which can be interpreted as disintegration, disunity among the elements. Integrity aspects, including aspects of ends, means, and ways as elements of the chosen strategy. Therefore, the high gap of differences is the primary cause of the integration aspect of ends, so that the potential for conflicts that occur will pose a threat to the integrity of crisis and disaster management. Then, gaps and not synergy in the aspect of integration mean that the potential conflicts that occur will most likely factually threaten integrity.

Then, mismatches and asynchronous aspects of the ways will result in potential conflicts that will also most likely be factual threatening the integrity of crisis and disaster management. Thus it is described through a fishbone diagram, because it is undeniable that cooperation is very important for crisis and disaster management. However, it is realized that cooperation does not always produce positive contributions between the parties that collaborate, it can even be among them, there are those who do not get positive feedback. This is because of interests, so to be able to find the best strategy choices done through ends, means, and ways as the basic elements of the strategy.

Identification of each major cause

As an explanation of the causes that lead to consequences, namely the potential for conflicts most likely to become factual threatening the integrity of crisis and disaster management, are: the gap gap; gaps and not synergy; as well as mismatches and asynchronies, as in accordance with each aspect of the integrity of crisis and disaster management, then sub-problems / main causes of problems can be identified, namely:

- a. Friction on cooperation which is the intersection of aspects of ends by multipurpose causes includes with ends, related to matters of interest;
- b. Friction on competition which is an intersection of aspects of ends because complexity includes relations with ends, related to matters of interest;
- c. Friction in the individual in the aspect of ends due to the lack of participation includes relations with ends, related to matters of interest;
- d. In the elements of people and regions which are sub-aspects of the means, there is a smooth relationship of mutually beneficial cooperation and synergy as a logical demand in interdependence between parties, making regions and people from various backgrounds to collaborate in the context of crisis and disaster management;
- e. In the procedure element, norms and rules which are sub-aspects of means are inconsistent in their commitment and implementation as agreed upon;
- f. In the system and method element which is a sub-aspect of ways is the existence of cohesiveness that causes mismatches and unsynchronization in crisis and disaster management;
- g. In the element of government which is a sub-aspect of ways, in its dominance there are sometimes discrepancies and asynchronies with the community in the context of the dynamics of understanding and developing democracy in the dynamic life of a nation;
- h. In the sectoral element which is a sub-aspect of ways, prioritizing the ego in achieving certain interests, causes mismatches and asynchronous ways along with the dynamic life of a nation;
- i. In the non-state actors element, which is a sub-aspect of the way of its determination amidst the dominance of the state, it influences the dynamic conditions of a nation, resulting in discrepancies and asynchronies in matters relating to ways;
- j. In the element of society which is a sub-aspect of ways, differences in habits also affect the suitability and synchronization with matters relating to ways.

Identification of Factors That Cause the Main Causes

It is time to enter the identification of the factors that are the main causes, including: complexity; no participation; non-smoothness; interdependence; lack of cooperation relations; inconsistent with commitment and not implementative; non-alignment; ego; determination; domination, as well as; different habits. At this stage, using a theoretical approach, the writer focuses more on conflict

theory as a review / study of theory, according to the authors, interaction will not reject the view of potential conflict and a conflict.

- a. Conflict theory (Anjal K. Dahal, 2016) [9], conflict is the result of preferences or interests that are incompatible preferences although the conflict also does not have to be in the form of violence or war; according to (Meliala, 2002) [10], conflict in the context of social change is basically a model of community transformation through a negating cross pattern between elements that already exist and live in society; and according to (Louis Kriesberg, 2007) [11], conflict in a sociological perspective is a situation where two or more actors, such as individuals, groups, or communities pursue incompatible goals including differences of opinion about the distribution, feasibility and legitimacy of a particular object. Listening to the three theories of conflict, it seems clear that these theories strongly support that the causative factors from the main causes as outlined, are the potential for conflict and conflict.
- b. Theories of factors causing conflict: according to (Fisher & Dkk, 2002) [12], namely: community relations, assume that conflict is caused by ongoing polarization, distrust and hostility between different groups in a society; and conflict transformation, assuming that conflict is caused by social, cultural and economic problems. This theory reinforces the assumptions, perceptions and understanding of point "3.2.3.a."
- c. According to (Richard L. Daft, 1997) [13], namely: jurisdictional confusion, conflicts can arise when the boundaries of work and responsibilities are unclear; when the assignment is unclear, people will evade their responsibilities or who owns the resources; communication damage, in communication, sometimes an error occurs; poor communication causes misinterpretation and misunderstanding; in some instances, information is deliberately withheld, which can jeopardize trust between members and lead to prolonged conflict; conversely, when responsibilities are given clearly and predictably, people will know where they are; different goals, conflicts often occur just because people are aiming for different goals. Different goals are natural in organizations; differences in power and status, occur when a group has an influence that can be denied by others; low achieving individuals / groups may reject their low status; People can engage in conflict to increase power and influence within a group or organization. This opinion emphasizes point "3.2.3.a."

Based on the theory of the causes of conflict: according to (Anjal K. Dahal, 2016); (Meliala, 2002); (Louis Kriesberg, 2007); (Fisher & Dkk, 2002); (Richard L. Daft, 1997), can be identified, that the factors that cause the main causes, among others: a crisis of trust, unclear authority and responsibility, not communicative, not informative, not coordinative, differences in goals and interests, transformation conflict, as well as lack of socialization, comprehensively constitute the potential for conflict and conflict. These theories can be understood in line with the results of identifying the main causes and definitions of effects, in the description of the fishbone (figure 3.2). In connection with this, the desire of each individual as a personality in a complementary society can be realized in every change of time, where the realization of a harmonious order of life in a peaceful environment is the hope of every human individual in this world. However, because of the variety and diversity of individual interests in achieving goals and individuals in a community (collectivity) having the potential for conflict space, it is not possible to eliminate conflicts altogether. Therefore, absorption of potential conflicts through controlling the balance of interests will be more able to control relations in the stability of dynamic life.

A More Detailed Identification of Various Causes, and Organize Below Related Categories / Causes

At this stage, it can be done by asking "Why" questions, in order to obtain relevant results as the analysis process is carried out in order to answer the questions that have been determined as the formulation of the problem.

Table 1: Summary of Fishbone Brainstorming Diagrams

<i>Possible root cause</i>	<i>Discussion</i>	<i>Primary cause</i>
Different slapes		Ends
Complex	The waning spirit of togetherness	
Multipurpose	Triggered from differences of interest	
No participation	Careless	
Gaps & not synergy		Means
Dependency	Crisis of confidence	
Relationships are not smooth	Unclear authority & responsibility	
Inconistent & not implementative	Not communicative	
Incompatibility & innecktionon		Ways
Domination	Not informative	
Selfish	Not coordinative	
Different habits	Less persuasive approach	
Determination	Changes in people's lifestyle	
Inequality	Less accommodating, inflexible & less adaptive	

Source: data processed by the author

- In table 3.2.4, why does the root cause lead to a primary cause for Goal, "The choice of the right strategy for crisis and disaster management, so that conflicts that are most likely to be factual threaten the integrity of crisis and disaster management"? Answer: because the root of the problem causes the inability to reduce the potential causes of the development of "Gap gap, inequality and inequality as well as mismatches and Inynchronous" in interactions that result in the vulnerability of the aspects of ends, means, and ways of integration, so that conflict has the potential to be the most likely to threaten the integrity of crisis management and disaster.
- Why might the root cause of the problem cause "Gap differences, gaps and disaggregation as well as discrepancies and asynchronous" triggers that can undermine the aspects of ends, means and ways, thus potentially leading to disintegrity in crisis and disaster management? Answer: because the root of the problem which is a substance that absorbs potential conflicts does not take place as it should, the "Gap of differences, inequalities and inequalities as well as discrepancies and asynchronous" in interactions increasingly weakens the integrity aspect of ends, means, and ways, so that conflict has the potential to most likely become factual threatens the integrity of crisis management and management.

Listen carefully, that all the root of the problem is the essence that must be resolved / solved so that aspects of the integrity of ends, means, and ways can be more actual for crisis and disaster management, where the development of conflict is one of the essence that is most likely to factually threaten the integrity of crisis management and disaster. Thus, so that the strength and ability to minimize risk and uncertainty are better able to accelerate the recovery of the situation to normal again. That way, it can be better understood that:

- a. Cooperation does not always make a positive contribution to the collaborating party, because cooperation may be a way to win conflict and cooperation is not a comparative advantage;
- b. Comparative advantage is ensured fruitful cooperation that absolutely gives added value to the strength and ability to minimize risk and uncertainty, in order to quickly return to normal situations. More than that, comparative advantage means the meaning of a relationship as a positive interaction that benefits all parties;
- c. Competition can lead to conflict, which is part of a dynamic life that can not be avoided, so that in terms of crisis and disaster management, comparative advantage is more promising as the best choice strategy in crisis and disaster management;
- d. Individual can be interpreted as indifference to the meaning of relationships in the environment amid dynamic interactions can have a detrimental impact on the implementation of crisis and disaster management.

Based on the results of the analysis using AHP and Fishbone, it is found that conflicts that are part of life are among the essence of symptoms that can cause crises that can lead to disasters in crisis and disaster management relations in a broad sense, where conflicts can mean not only between people but also between humans and nature and the environment. Therefore, among the strategies presented for crisis and disaster management, which include competitive advantage, comparative advantage, and individual, the comparative advantage strategy can become an increasingly strategic choice as a strategic decision. Furthermore, throughout the AHP and Fishbone analysis process as well as the results of analysis and study, it does not mean and does not intend to reduce the value, meaning and meaning of a collaboration, but rather rather add value to a collaboration, where comparative advantage is believed to be absolute resulting in a more conducive collaboration benefits can be felt both directly and indirectly as a positive conflict transformation in crisis and disaster management. This is very important, because the strategy requires coordination, identification of supporting factors, and has a theme in accordance with the principles of rational implementation of ideas and have a way to achieve an objective effectively and efficiently.

At present conditions, comparative advantage tends to be played sectorally, making sectoral egos thicker, where each with its advantages tends to try to dominate sectorally, so that synergy in a partnership is not optimal. This can be shown by more ego action independently higher than in synergy in a peaceful period. Whereas the superiority of each is the strength and ability that can become integrity when held in synergy both during the war and in peace. Therefore, the actualization of comparative advantage as a strategy that is concentrated consistently on synergy in a unity of integrity in crisis and disaster management will be the strength and ability to have competitive advantage over crises and disasters.

Implication

Crisis and disaster are implications of the weak identification of symptoms of crisis and disaster, so that it is found that the conflict is between the essence of the emergence of crises and disasters that are observed as the interaction between humans and humans with nature and the environment, the comparative advantage becomes increasingly important. If the symptoms of a crisis and disaster do not become a priority concern, so comparative advantage is not a priority choice for crisis and disaster management strategies, it will have implications for the ability of crisis and disaster management to have high risk consequences of crises and disasters.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

As a hypothesis, that comparative advantage is believed to absolutely produce conducive cooperation that contributes added value in managing crises and disasters, so it is a very strategic choice of strategy for crisis and disaster management.

Recommendations

By considering the implications of not implementing comparative advantage as a strategic choice for the implementation of crisis and disaster management, then as a strategic decision it can be recommended comparative advantage as the chosen crisis and disaster management strategy.

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