

## INDONESIA'S DISPUTE RESOLUTION IN ALL ENGLAND 2021

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### **Abstract**

All England is one of the oldest and famous badminton competitions in the world which experienced challenges during the Covid-19 pandemic in 2021. The forcing of Indonesian to withdraw from the event due to the National Health Service (NHS) regulations led to a dispute between the Badminton World Federation (BWF) as the organizer to the Indonesian Badminton Squad. The situation becomes complicated when the media creates a narrative that triggers a bigger conflict due to public pressure through social media, which causes Indonesian government to intervene. This study aims to explain the dispute resolution through negotiation and its factors. The method in this study is qualitative descriptive with literature review and interview. Based on data from online media news, the research results show Indonesian dispute resolution in All England cannot achieve a Win-Win solution since state policy is above everything. The factors of the negotiation process come from the internal, external, and cultural factors.

*Keywords: BWF; Indonesian Badminton Squad; conflict resolution; All England*

## **Introduction**

In sport, success in defeating one's opponent is a common criterion. Naturally, such objectives will lead to competition and sometimes highly overt intergroup conflict between the competing parties (Eklund and Tenenbaum, 2014). Conflict is common happening in any aspect of life including sport. However, Rahim noted that there is no universal definition of what conflict is and one issue of contention is whether the conflict is a situation or a type of behaviour (Rahim, 2017). Situationally, most conflict can occur in an organization and organizationally, in which Robert A. Baron described in his review of definitions of organizational conflicts that all definitions of conflict include known opposing interests and the process of trying to stop the opposing view or views (Baron as cited in Rahim, 2017). With the support of Baron's review, Rahim defined that conflict is an interactive process manifested in incompatibility, disagreement or dissonance within or between social entities (Rahim, 2017). In another definition, conflict can be described as an activity which takes place when conscious beings (individuals or groups) wish to carry out mutually inconsistent acts concerning their wants, needs or obligations. In this situation the conflict is the escalation of a disagreement which also can lead into an act of damaging each of the parties, physically and verbally (Nicholson, 1997).

In the organizational conflict model, conflict has as main sources: communication, structure and the factors of personal behavior. Communication, although there is no classification of the sources of conflict according to their importance, it is considered that most of the conflicts are due to communication problems or communication failure (Hener, 2010; Robbins, 2003). In this case, such management of conflict is necessary in order to repair the faulty communication and to direct the situation into an agreement and peace. In order to achieve the agreement and peace, conflict resolution is needed. There are many conflict resolutions approaches. Most are using mediation or negotiation to achieve a win-win solution (Manarakis, 2010). However, the goals of each negotiation are different on several occasions. It happens because a negotiation also works cross-cultural, thus culture plays a role in determining whether an agreement is accepted or not. In general,

negotiated agreements are either self-executing, in that parties make necessary exchanges (verbal or gesture exchanges) in the negotiations themselves, or non-self-executing, in which requires performance or exchanges over time. Each of these approaches may have culturally sanctioned or common norms regarding how they are confirmed (Moore, Christopher W.; Woodrow, 2010). Therefore, negotiations of a conflict can be varied depending on the types of objectives to be obtained.

In the case of dispute in international sport competition, conflict between competing parties is not always caused by the result of the competition. In fact, conflict also occurred before the competition started, which is caused by the execution of pre-competition protocols that deemed to be unfair by the competing parties that led one of the competing parties being forced to withdraw from the competition. Thus, because a dispute is not necessarily caused because of the breach of a rule of a regulation or of a term of a contract, is not necessarily a matter of interpretation of a rule; it might just be a difference during negotiations (Manarakis, 2010).

Previous research on the dispute in international sport competition has been conducted by Nafziger (2002), Manarakis (2010), McArdle (2014), and Banerjee (2020). Nafziger (2002) in his article with a title “Dispute Resolution in the Arena of International Sports Competition” explains that in this transitional period, the resolution of sports-related disputes is often complicated if not incoherent. Effort to simplify and better coordinate the unwieldy structure for resolving disputes will benefit athletes, sports organizations and the public alike (Nafziger, 2002). Manarakis (2010) in his dissertation defense paper titled “Arbitrating or Mediating Sport Related Disputes? Pros and Cons” further explains that there are two ways of dispute resolution in sports which are arbitration and mediation. Arbitration is, undoubtedly, the preferable method for resolving sport related disputes. It is fast, it is efficient, it has gain the most important “bet” for every arbitral tribunal. On the other hand, Mediation is the alternative process. It is a process that suits better in “negotiable” cases. However, given the fact that mediation is a non-binding and informal process, it can be used as a step before arbitration (Manarakis, 2010). McArdle (2014) in his book titled *Dispute Resolution in Sport: Athletes, Law and Arbitration* breakdowns the elaboration on

the relationship between law (litigation) and arbitration within the field of sports law. McArdle demonstrates the importance of the CAS and the courts having the authority to participate in independent oversight of sporting activities (McArdle as cited in Burley, 2014). Banerjee (2020) in his article titled “Resolution of Sports Disputes through Mediation” displayed the contrast between litigation and arbitration with an explanation of litigation as a process for resolution of disputes which can be resolved through mediation should be discouraged. As a litigation process might eventually hamper the career of the athletes. Awareness about Mediation as a process for dispute resolution should be promoted by the Sports Federations to the athletes. So that the athletes can be aware of the cost and time effectiveness (Banerjee, 2020). From those researches, a topic of dispute within organization that caused by the lack of information on national health policy has not been conducted before.

Such a topic occurred amidst the pandemic of Covid-19 and it happened recently in the 2021 All England Open Badminton Championships. All England is a very famous competition for badminton athletes. As one of the oldest competitions, it can be said that All England is in the same class as the Grand Slam series in tennis so a participation in the competition is important because it can boost the rating of athletes towards the Olympics. Therefore, Indonesian Badminton Squad that was forced to withdraw from the competition due to a passenger found to be positive for COVID-19 during the onboard test on Indonesian Badminton Squad’s flight from Istanbul to Birmingham become a factual incident (The Jakarta Globe, 2021). The incident was also caused by the discrepancy between Badminton World Federation’s (BWF) COVID-19 protocols and Britain’s National Health Service’s (NHS) COVID-19 protocols that deemed very poorly organized by the competing parties. With such an incident and the inability of BWF negotiating with the NHS decision of quarantining Indonesia Badminton Squad during the competition and forced to withdraw, the best that BWF had done was to abide by the NHS protocol and released an official apology statement (Raihan, 2021). While Persatuan Bulutangkis Seluruh Indonesia (PBSI) as representative of Indonesian Badminton organization has already accepted the BWF’s decision to make Indonesia withdraw from the competition, NOC of Indonesia (National Olympic

Committee) still tries to bring the case into the CAS (Court of Arbitration of Sports) in Lausanne, Switzerland.

From the previous description, conflict in sports can also happen even before the competition starts. It is still unknown whether the officials of the Indonesian Badminton Squad play a role in the incident or the unpreparedness of the BWF for dealing with NHS protocol that is not being synchronized with the BWF protocols. Furthermore, it is also necessary to investigate whether the western culture of BWF and the eastern culture of Indonesian Badminton Squad may or may not contribute to the conflict. Firsthand approach has been also done by the Indonesian Embassy towards the BWF and NHS but none can change the decision. Reflecting on the background above then the objectives of this research are first, describing the negotiation process of Indonesian Badminton Squad towards BWF decision that can determine the fate of the Indonesian athletes in the All England Badminton Competition, and second describing the factors that can possibly influence the process of the negotiation and the conflict resolution between BWF and Indonesian Badminton Squad in All England Open.

## **Research Method**

This research uses a qualitative descriptive method. This method is chosen because it describes a phenomenon of what is happened and its characteristics (Nassaji, 2015). Indonesian dispute with BWF is considered as a phenomenon since it has never been happened before. A phenomenon occurs based on 3 elements which are time, place, and culture (Sulistyo-basuki, 2006). Moreover, those 3 elements of phenomenon cannot be generalized (Widhyasmaramurti, 2017) since it happens and accepts through personal experience that may differ between each person and organization. Therefore, according to the time, the dispute can be said occurs in the challenging time, namely Covid-19 pandemic where sports organizations have to limits their sports activities in society to ensure the safety of sporting events at all levels (Kardiyanto, 2020). Based on the place, it happens in England which has certain rules regulated by the NHS which has different policy from the Satuan Tugas Penanganan Covid-19 (Satgas Covid-19) who in-charge of health policy

on Covid-19 in Indonesia. Surat Edaran or Formal Letter of Sastgas Covid-19 No. 3 of 2021 on Air Transportation Rules and Regulations only assigned those who are considered to be positive due to Covid-19's symptoms to quarantine themselves while the NHS assigned all passengers who have been in the same plane to those who are considered positive to conduct the self-isolation of minimal 10 days (void.id, 2021). Based on the culture, dispute in sports are deliberated within associations or sports organizations. In here, the disputes between Indonesian team and BWF happens due to different point of views in looking at the case. BWF as a part of modern sport society controls, rules and forms the All England competition that may have provided a major cultural achievement for badminton athletes since the result of the competition will be impacted on the Olympic preparation. Therefore, it is important to see the data not only from looking at the case but also from the stages of the event occurred that triggered the dispute. Data of this research is taken by literary review and interview to gain more information on the phenomenon that led the dispute becomes bigger within the society. The literary review was taken from prominent online media news in Indonesia that considered independent, free of conflict of interest in its publication news, and may affiliated to foreign news company to get balance coverage, namely Kompas.com, Voi.id, cnbcindonesia.com, and cnnindonesia.com. The interviewed data was taken from Haryanto Arbi, a badminton sport figure that has political knowledge in negotiation, and Peksi Cahyo and Aprelia Wulansari, senior news journalists on sports online magazines.

The data is defined into 4 stages that differentiate based on timeline of its event, namely 1) pre-departure activities, 2) arrival / pre-competition activities, 3) competition activities, and 4) post-competition activities. Moreover, the dispute negotiation can be seen from the internal and external communications. The internal communication comes from the communication within organization (Novak, 2019). In this case is between BWF and Indonesian badminton squad. On the other hand, the external communication comes from entity inside organization into entity outside organization (Novak, 2019). In here, the external comes from the Public Relation (PR) of PBSI to the media. Then the media gives effect to Indonesian netizens and government or political officials.

The stages of the dispute will be analyzed further by using negotiation conflict resolution's theory by Steward (2005) as cited in Tabassum (2020). Both Steward and Tabassum (2020) elaborate that resolution conflict consists of 6 stages which are 1) preparation, 2) discussion, 3) descriptive goals, 4) negotiate for win-win outcome, 5) agreement, and 6) executing a course of action. This theory is chosen because dispute is a conflict that needs to be resolved in order to gain each party's benefits and strengthening relationship. The resolution conflict stages will be described further in the following result and discussion part.

## Results and Discussion

Conflict resolutions in sports are mostly handled through negotiations. Therefore, it is important for sports organizations to have negotiators (Banerjee, 2020). Solving complex problems such as a dispute is generally defined as communicating or conferring that the purpose is to meet mutual agreement (Negotiate, 2003). Although the mutual agreements are resulted based on negotiation and conflict management, but the negotiation is not an easy process. Particularly because the negotiation as a conflict management is a strategy for correcting these differences and observed problems in a positive way to resolve disputes between communities. In any dispute, people naturally aim to achieve the best possible outcome for their party. One must learn and have negotiation skills to have the ability to handle all kinds of problems and differences to the greatest advantage. In the case of Indonesian dispute in All England 2021, the negotiation is happened based on stages that consist of timelines and scenes that deliberated by the media as in the following Table 1.

**Table 1.** Data Stages

<b>Time line</b>	<b>Scenes</b>
<b>Pre-Departure</b>	<ol style="list-style-type: none"> <li>1. Taking 2 times Covid-19 vaccination before their departure to England.</li> <li>2. Taking PCR swab Test and obtained negative result before departure.</li> </ol>

Time line	Scenes
	3. Departing to England on Mach 12 <sup>th</sup> , 2021 at 21.40 by Turkish Airlines No. TK57.
<b>Arriving in England and Pre-Competition</b>	<p>4. Arrived in England, the team that already had swab test results were requested for re-test on March 2021. The team was also required to be in quarantine for 12 hours until the test showed negative results.</p> <p>5. Conducting internal training on Monday, March 15, at the Hotel Crowne Plaza Birmingham City after a pending confirmation of the start of the 2021 All England Open due to the positive results of 3 athletes from India, Thailand, and Denmark.</p> <p>6. However, those 3 athletes were assigned for another PCR test on the next day, and based on interview the 3 athletes conducted their test by themselves instead of arranged collectively by BWF. The positive results of the 3 athletes put the pending of the All England Open to end, and the event started at March 17<sup>th</sup>, 2021.</p>
<b>Competition</b>	7. Competing at the preliminary round on Wednesday night on March 17. 7 of Indonesian athletes already competed and all of them won to continue to the next round. Based on the interview, NHS warned Indonesian athletes and BWF beforehand during the competition. Nevertheless, BWF still let Indonesian athletes to compete.



**Time line****Scenes**

8. Receiving news from British government on Wednesday evening on March 17<sup>th</sup>, about the findings of the COVID-19 case on the Turkey's airlines. In this situation, the NHS as British representatives informed them about their encounter to one COVID-19 positive passenger of Turkey Airlines and assigned them to self-isolation until March 23<sup>rd</sup> even though the tests results were negatives.
9. BWF displayed poor support to Indonesian team when Indonesian team were not picked up by shuttle and made the team returned to their hotel on foot, and hotel lift usage were not allowed and forced to use stairs.
10. BWF displayed poor cooperation to Indonesian Manager Team Ricky Soebagia about the NHS policy on Covid-19 transmission.
11. Athletes expressed their disappointment on their personal social media which put the dispute into media attention.
12. Indonesian media wrote about Indonesian Team that were forced to withdraw their participation at All England 2021.
13. Indonesian citizens reacted by writing their own opinion on social media and bashing BWF social media accounts as a form of support.

Time line	Scenes
	<p>14. Indonesian Minister of Youth and Sport, Zainudin Amali, assisted by Desra Percaya, Indonesian Ambassador in England attempted a negotiation process by sending objection letters towards British Government, requesting:</p> <ul style="list-style-type: none"> <li>• Provide opportunities for Indonesian athletes and support teams to undergo PCR tests</li> <li>• If a positive case is found, then the All-England should be suspended temporarily and all those involved are asked to carry out independent isolation, considering that the Indonesian team interacts with many people in the tournament.</li> <li>• If the positive number found is massive enough, then the All-England should be stopped altogether.</li> </ul>
<b>Post-competition</b>	<p>15. Indonesian Embassy in UK assisting Indonesian team to return to Indonesia on March 21<sup>st</sup>, sooner than what is assigned by NHS on March 23<sup>rd</sup>.</p> <p>16. Indonesian team conducting Press Conference on Monday March 22<sup>nd</sup> which was to hold BWF's responsibility.</p> <p>17. PBSI receiving a Letter of Apology from President of BWF, Poul-Erik Hoyer Larsen which was written on March 21<sup>st</sup>.</p> <p>19. PBSI support Indonesian NOC's (National Olympic Committee) decision (lead by Raja</p>

Time line	Scenes
	<p>Sapta Oktohari) in reporting BWF to CAS asking for concrete responsibility to the dispute that occurred.</p>

Table 1 shows the scenes between Indonesian Badminton Squad under PBSI organization and BWF. However, in order to see the negotiation process, the six stages of conflict resolution by Tabassum (2020) can be seen in the following part.

## Stages of Negotiation

### 1. Preparation

This is the first stage where all facts and involvement is sure about the situation to clarify one's own position and one must know the rules and regulation of the organization which helps in discussing the point on grounds and knows what to refuse and what to accept while the negotiation is going on. The Organization must have rules and regulation policies that must be clear to everyone and can refer to groundwork preparation at the negotiation time. It might contain recognize interest, collect information, initiate single or multiple parallel negotiation.

In this step Indonesian squad chaired by Ricky Soebagja as Team Manager should know all the data about policy of Pre-departure requirements, BWF policy related to covid-19, and also NHS Covid-19 policy. Unfortunately, in here, Indonesian Team Manager did not become proactive in doing so, thus there is lack of information regarding local health policy. According to interview by Haryanto Arbi, the Indonesian Squad should get a letter from the British committee as local organization in this preparation stage. The letter consists of collecting data starting from the invitation from the British local committee to the person in charge of the Indonesian Squad as well as an invitation sent to the athletes directly. However, the lack of information on local health policies comes from the unpreparedness of the committee according to Arbi. It is also supported by a statement from the executive director of Badminton England, Adrian Christy, as the British Local Committee

who said that All England incident was out of their control but under the authority of the state or the NHS (voi.id, 2021). Thus, it can be said that even though Indonesian contingent had carried out PCR and vaccinations prior to departure and after arriving in UK with negative results, but the state holds the main rules related health protocol to avoid the transmission of Covid-19.

## **2. Discussion**

This is the stage where representatives of each party put forward their views and can see the situation of understanding. Every negotiator must have listened, questioned, and understood the skills of negotiation to achieve the objective. Noting down the points during discussion might help each party to understand the point clearly and also helps them to record the statements for more clarification. It is important to listen and understand to each other's point of to obtain the conclusion which is genuine and necessary.

In this step, Indonesian Squad and their party via the Indonesian Ambassador of United Kingdom (UK), Desra Percaya, asked the NHS for an explanation regarding the reason of the notification which was only sent to 20 of 24 members of the Indonesian Squad (bbc.com Indonesia, 2021). Indonesian government also wants to know which seat positions on the plane that required for isolation. Apart from asking for clarification from the NHS, he also approached the UK Ministry of Foreign Affairs and the British Parliament and sent a "strong tone" letter to BWF President Poul-Erik Høyer Larsen. Desra Percaya said that in his approach, he emphasized the importance of equal treatment and transparency.

## **3. Descriptive Goals**

This is the stage where objectives and interests came out from the viewpoint of both parties after the discussion so that any kind of disagreement must be clarified. It is necessary to write down all factors on a priority basis so that they can clarify and identify some common grounds in order to achieve the goals of both parties. This stage is important in conflict management because it helps in identifying and clarifying misunderstanding between the both parties in order to have beneficial outcomes.

In this stage, Indonesian ambassador for the UK, Desra Percaya presented three options to the British government:

- Providing opportunities for Indonesian athletes and support teams to undergo PCR tests
- If a positive case is found, then the All-England should be suspended temporarily and all those involved are asked to carry out independent isolation, considering that the Indonesian team interacts with many people in the tournament.
- If the positive result is massive enough, then the All-England should be stopped altogether (Watra, 2021).

Although the steps taken by Ambassador Desra were very supportive and good, yet in reality it does not received positive feedback by the British government and the committee in the case of suspending All England temporarily. Hence, the Indonesian Squad cannot fulfill its objective. However, another objective of Ambassador Desra in demanding the rights of the Indonesian Squad receives its goal in the form of permission to return home quickly to Indonesia without completing the quarantine until March 23rd.

#### **4. Negotiate for Win-Win Outcome**

This is the stage where negotiation is done to feel both the Win-Win situation where both the sides point of view taken into consideration and have come with the best negotiation outcome and feel happy and satisfied with the outcome. It is the best result in negotiation. Although it is not possible every time, but if there is goal setting it can be achieved.

Based on the previous stage, it can be seen that the negotiation attempts which have been conducted by Indonesian Ambassador for England, Desra Percaya towards British Government have not fully met the Win-Win Outcome. The only achieved objective is for Indonesian Badminton Squad to be sent home while the decision of undergo the competition for Indonesian Squad is facing a dead end since it already become the state policy. Asking other squads, India, Thailand and Denmark respectively who formerly have positive results to withdraw their participations is also hard to achieve since they are put under the committee policy that allow them to conduct a retest since they come with free of Covid-19 airlines. Although the withdrawing Indonesian

Badminton Squad from the 2021 All-England has not been accepted well by the head of PBSI, Agung Firman Sampurna and National Olympic Committee of Indonesia (NOC), Raja Sapta Oktohari, but this seems to be the best outcome for Indonesian Squad.

### **5. Agreement**

This is the stage when both parties agreed with the negotiation outcome and accepted each other's viewpoints and interest. It is essential for gaining agreement so that both parties know what is finally decided and what to follow after negotiation.

In this stage, PBSI and NOC finally accepted BWF's Letter of Apology yet still demand responsibility for the dispute (Aldila, 2021). Thus, PBSI supports Indonesian NOC's (National Olympic Committee) decision (lead by Raja Sapta Oktohari) in reporting BWF to CAS asking for concrete responsibility to the dispute that occurred (Virantika, 2021). In this case, PBSI only agreed to have the Indonesian Badminton Squad safely be sent home to Indonesia. However, the decision to withdraw Indonesian Team from the All-England is still in dispute and PBSI refuse to accept the fact and demand an explanation.

### **6. Executing a course of action**

Based on the previous five agreement stages, dispute in Indonesian Squad cannot be said to be finished and reach a Win-Win outcome. This is because BWF does not provide any concrete actions other than apologies. Although PBSI accepted the apology (Aldila, 2021), but the NOC felt that there should be a form of responsibility to be carried out, especially because not all athletes who departed were financed by the state. The men's doubles pair Ahsan and Hendra who need to maintain their position to compete in the Olympics flew to England by sponsorship yet need to pay for their own accommodation by themselves. Thus, the losses they received were around IDR 100 million (CNN Indonesia, 2021).

The considerations for submitting the BWF case to CAS are in accordance with the Indonesian government policy through the Law of the Republic of Indonesia No. 3 of 2005 concerning the National Sports System. In the Article 88 concerning Dispute Resolution, the Paragraph 1 states that disputes are resolved by deliberation to reach consensus, and if

this is not reached then it is pursued through arbitration or alternative solutions in accordance with the legislation as described in Paragraph 2. Even though the submission of NOC to CAS will still have a long road ahead, but NOC submission to CAS is in accordance with the stages of dispute resolution in Indonesian government policy.

Based on the resolution stages above, it can be said that negotiation in sport is complex and not easy to achieve. Each party may have different objective that may not in accordance to one another. Therefore, in order to avoid a dispute, the readiness of organizations such as BWF as the organizing committee in holding competitions is important. Amidst the pandemic, the readiness in implementation is not limited to readiness related to matches but preparedness also includes understanding the policies of the country in which the competition is held. The implementing organization needs to communicate this policy to the invited teams. Moreover, team managers also need to be proactive in finding out about policies related to local health protocols.

### **Influencing Factors in the process of the negotiation between BWF and Indonesian Badminton Team in All England Open**

Conflict resolution in international scopes focuses on inter-state conflicts and intra-state conflicts. However, the dispute within state in this case refers to organizations. In here, the dispute has global impacts which caused by influencing factors in the process of negotiation (Ramsbotham et.al. 2016). In the process of negotiation between BWF and Indonesian Badminton Squad, there are two factors that play a major role in the communication process. The first is the internal factor, namely PBSI as the official organization and the BWF and the second is the external factor which refers to the media, netizens, and accompanying political support. The internal negotiation process has been exposed through the conflict resolution stage. However, it also needs to be taken into account the external factors that allow the negotiation process to be monitored properly, even bringing up an official letter of apology from the President of BWF.

External factor from the media was obtained from the PBSI PR press release that sent to the media or news offices. In addition to press

releases, some media also take material from the social media status of athletes competing in All England (Hidayat, 2021). According to Peksi Cahyo, the current digital media platform journalist is attached to a press release due to the amount of news they have to write every day so that the news sometimes becomes disproportionate because it only receives one side of story. Moreover, according to Aprelia Wulansari, badminton is one of the favorite sports in Indonesia besides football because it is able to provide real achievements so as to generate a strong sense of nationalism and support for the Indonesian Team. Therefore, even though the All England news seem only from one side, especially from the Indonesian team, it is still published all the time because of the approach of riding the wave. Riding the wave is a condition where news offices and journalists were keeps on writing on the news which is a hot topic at that time for gaining more readers. Therefore, the news about the Indonesian dispute in All England made the news incessant and gave rise to a sentimental effect on BWF which caused BWF's social media (Instagram) account to disappear due to reports from Indonesian netizens as a form of netizen support (Arbar, 2021).

Internet and social media as the external factor empower people to engage in such participation, beside for public advocacy of specific issues using discussion, organization, and mobilization. Samuel (2007) states that public advocacy is considered a "value-driven politics process" (in Murti, 2013). Therefore, individuals are involved in public problems outside of themselves because public wants to question and turn inequality on the issue power relations (Murti, 2013). In this case, Indonesian netizens hope to be able to turn the inequality that was received by the Indonesian Squad. This means that public pays attention to the existence of marginalized groups of people or individuals which is the fate of the Indonesian Squad. Moreover, the netizens hope their involvement may develop collaborative participation that become a power through network alliance and solidarity.

The effect of netizen alliance has made politicians such as the Minister of Youth and Sports, Zainudin Amali, the Indonesian Ambassador to the UK, Desra Percaya, and the President of Indonesia, Joko Widodo sympathetic and support the negotiation process to be pursued. Although it did not give maximum results in succeeding the



Indonesian team to return to compete, it was successful in accelerating the return of the Indonesian team. Based on this explanation, it can be said that external factors are one of influencing factors in the conflict resolution process in the case of the Indonesian dispute in All England 2021.

Beside communication factors, another factor that also play a role in the conflict escalation is cultural factor, such as in the post-competition situation where BWF displayed poor support to Indonesian team when Indonesian team were not picked up by shuttle and made the team returned to their hotel on foot, and hotel lift usage were not allowed and forced to use stairs. This situation is an example of an individualistic culture, where in an individualistic culture, the dominant emphasis is non-relational and self-promotional (Morris and Gelfand, 2004). Gelfand and Christakopoulou (1999) found that individualistic U.S. negotiators made more extreme offers, indicating they were focused on claiming, and more self-enhancing statements, indicating a focus on the self, whereas collectivist Greek negotiators were more focused on both parties (Gelfand and Christakopoulou as cited in Morris and Gelfand, 2004). Graham (1993) also reported that Japanese negotiators (whom we would presume to be more collectivistic) were less likely to make commands and threats, which might indicate a concern with relationship management, than negotiators from several other Western cultures (Graham as cited in Prasat and Gelfand, 2004). Thus, in this situation, the Indonesian Squad is not a part of the competition anymore, therefore the shuttle service provided by the BWF is no longer compulsory. If this happened in a collectivist culture, BWF should have been accommodating the Indonesian team with shuttle to maintain relationship and show hospitality. However, in the lift usage prohibition, it may be influenced by the COVID-19 related health protocol that BWF did not want to risk. As Indonesia must abide the NHS protocol, therefore even though the ambassador of Indonesia for the UK has sent a letter to negotiate with the matter, Indonesia is in no position to negotiate. Therefore, it can be concluded that the process of negotiation in the Indonesian dispute relates to three important factors as in the following figure.

**Figure 1      Influencing Factors in the Process of Negotiation**



Moreover, based on the conflict resolution in the dispute of Indonesian Squad, the results are as followed.

- The Win-Win solution is not the only option and it is possible not to achieve it.
- Although intensive communication was conducted by the Indonesian Ambassador to the British government yet the best outcome is only partial benefit which is to be able to return home quickly than it is supposed to be.
- Indonesian Law of the Republic of Indonesia No. 3 of 2005 concerning the National Sports System becomes the supporting policy of the NOC action to follow up the case to CAS.
- Influencing factors of negotiations are internal, external, and cultural factors.

## **Conclusion**

The conflict resolution process of Indonesian Badminton Squad Dispute in All England comes as a result of communication process. The communication comes in the form of negotiation that has six stages. Although the negotiation process already conducted but the fate of Indonesian athletes are closed down under the British Policy by NHS

which differs from other squads who lay under the committee policy. Thus it concludes that the negotiation process of Indonesian Badminton Squad towards the BWF's decision is not optimal because of bureaucratic boundaries of the NHS that is above every sports federation in UK during the pandemic COVID-19.

Moreover, the influencing factor of negotiation shows that both internal and external factors do not support each other objectives. Even though Desra Percaya, the ambassador of Indonesia for UK has tried to propose a mediation through the official letters and the three demands, BWF couldn't do anything much to keep the Indonesian Badminton Squad in the All-England Cup 2021. Then in the cultural factor, BWF showed poor decision in not letting the shuttle pick up Indonesian Badminton Squad to transport them to the hotel. This move was proven did not go well with the Indonesian cultural background of collectivists that aims to appreciate mutual relationship above all. Thus, even with the apology letter officially released by BWF, the PBSI (Indonesia Badminton Federation) and KOI (National Olympic Committee of Indonesia) still have perseverance in their decision to bring BWF to the CAS in Lausanne, Switzerland.

Therefore, in order to avoid further dispute, recommendations of actions are needed. Firstly, it is necessary for BWF to inform the Covid-19 regulations and policy in the country of the competition and informed it to the delegates beforehand. Secondly, Indonesian Manager Team in the future also needs to be proactive in collecting complete information regarding health policy in the country where the competition is held. Thirdly, it is better for the media to provide a proportional narrative on the implementation of activities to avoid in creating bigger issues in society. Fourthly, although it is not something that needs to be done, but it would be better if both BWF and PBSI can seat side by side to manage collaborative public statement to minimizing public outcry towards a particular issue.

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