



## Strategic Leadership to Deal with the Separatism Movement in Papua

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### Article Info

#### Article history:

Received: October 3, 2022

Revised: February 27, 2023

Accepted: April 28, 2023

#### Keywords:

Papua,  
Separatist,  
Sovereignty,  
Strategic Leadership,  
Threats

#### DOI:

<http://dx.doi.org/10.33172/jp.v9i1.1834>

### Abstract

The separatist movement in Papua has been a threat to the sovereignty and territorial integrity of the Republic of Indonesia for many years. Although various efforts have been made to deal with this problem, the separatist movement still exists and threatens the stability of the Papua region. Therefore, effective strategic leadership policies and strategies are needed to overcome separatist movements in Papua. The purpose of this study is to analyze the role of strategic leadership in overcoming separatist movements in Papua as a form of threat to the sovereignty and territorial integrity of the Republic of Indonesia. The research method used is library research by collecting data from primary and secondary sources, including journal articles, books, and official documents. The data was then analyzed qualitatively using a descriptive approach. The recommendations for effective strategic leadership in addressing separatist movements in Papua include; acknowledging historical factors, engaging stakeholders, adopting preventive strategies, protecting human rights, leveraging technology, enhancing transparency and accountability, and promoting economic development.

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### INTRODUCTION

The defense of a country can be interpreted as every effort made to protect the integrity of the Unitary State of the Republic of Indonesia and ensure the safety of all Indonesian people against potential threats that will occur. The defense system is said to have a universal nature, namely by including all aspects of the country, as well as regions and targeted national resources that have been prepared by the government on an ongoing basis to protect the integrity of the Unitary State of the Republic of Indonesia and ensure the safety of all Indonesian people against potential threats that will occur

(Purwati, Almubaroq, & Saptono, 2022). Threats are all activities carried out by a person or group from within or outside the country and are considered to be able to disrupt aspects of the state such as the integrity of the Unitary Republic of Indonesia. There are several kinds of threats, such as actual threats which means real threats, such as armed separatism, radicalism, terrorism, and natural resource theft activities such as illegal fishing, illegal mining, and illegal logging as well as natural disasters (Wardani, Sutisna, & Supriyatno, 2022). In addition, there are also potential threats, namely threats that occur at any time such as conflicts between groups, national disintegration, social unrest, border disputes, and other kinds (Decree of the Minister of Defense Concerning State Defense Policy in 2020, Pub. L. No. KEP/104/M/I/2020).

One of the threats currently happening in Indonesia is separatism which is a form of threat to the integrity of the country. Separatism is one of the real examples of threats that occur in the field of national defense and security from within the country. The movement is considered to be able to disrupt and destroy the unity and integrity of the nation. The separatist movement allegedly emerged due to the management system and implementation of the sovereignty of the Indonesian State which was considered quite deviant and even not by the agreed collective agreement. Several parties want various aspects such as economic, social, and political aspects as well as independence. On the other hand, some parties often benefit because they have a very large opportunity without paying attention to other factors or parties. The existence of the Free Papua Movement (*Organisasi Papua Merdeka* or OPM) movement has the aim of separating itself from the sovereignty and integrity of the Unitary Republic of Indonesia while affecting national defense. The development of the separatist movement started from the OPM movement and the struggle has widened in almost various regions in Papua which has occurred since 1967 until now because some countries only take advantage of the Indonesian state.

Leadership is the main thing that is very important in dealing with separatist movements that occur in Indonesia as well as in other countries. Separatism is considered to still occur and will not disappear soon, as has happened in various parts of the world, as long as the nation's leaders have not been able to realize the right things consistently, consequently, and continuously. According to Prabowo, what is meant by strategic leadership is leadership with the ability to create harmonization between demands on the environment outside a group with the vision and mission, as well as the organization's strategy (Prabowo, 2007). Strategic leadership has a good impact and influence on government so that it can run flexibly, innovatively, and creatively when managing and stimulating members and Human Resources (HR) or financial resources by maintaining the institutional quality that can change that occurs. Leadership is a system that creates a vision for the future within a certain period, then forms certain habits and values, also to inspire followers, then to develop qualities, and realizes an expected cultural unity innovation (Kristiyanto, Yusgiantoro, Octavian, & Midhio, 2022). Strategic leadership is required to be able to see, anticipate, think ahead, be flexible, and strengthen members to create strategic innovations or changes (Rahmah, Berek, & Andriani, 2021).

This study aims to analyze effective leadership strategies in dealing with separatist movements in Papua as a form of threat to the sovereignty and territorial integrity of the Republic of Indonesia. This research will pay attention to the factors that influence the success of strategic leadership in dealing with separatist movements, as well as the impact of this strategy on the political and security situation in Papua. This research is expected to illustrate that effective strategic leadership can help overcome separatist movements in Papua as a form of threat to the sovereignty and territorial integrity of the Republic of Indonesia.

## **METHODS**

The research method used in this research is library research by collecting data from primary and secondary sources, including journal articles, books, and official documents. The data was then analyzed qualitatively using a descriptive approach. Meanwhile, data analysis was carried out using the descriptive-analytical method. This research will present the data descriptively. After that, the data presented is analyzed especially in terms of socio-historical conditions which analyze separatist movements in Indonesia. Qualitative research is conducted to understand complex phenomena in the right context. This research will describe the current situation in the field regarding separatist movements in Papua and how strategic leadership can deal with them (Noer, 2019).

Case studies are used as a research design because they allow researchers to obtain a detailed and in-depth picture of strategic leadership in dealing with separatist movements in Papua. Case studies will be conducted by collecting data from several key informants involved in this issue. The population of this study is government officials, activists, and community leaders involved in dealing with separatist movements in Papua. Content analysis will be used in this study to analyze data that has been collected from in-depth interviews and documentation. Content analysis involves coding the data and identifying the main themes that emerge from the data collected. The data is then analyzed to obtain more in-depth information about strategic leadership in dealing with separatist movements in Papua.

## **RESULTS AND DISCUSSION**

What is called a threat is a form of activity that can have an impact that threatens the sovereignty of a region that also affects the safety of the nation (Ministry of Defense of the Republic of Indonesia, 2015). The term includes all matters related to threats to state sovereignty that have an impact on the obstruction of national interest. According to its type, national defense threats are divided into two, namely; military threats and non-military threats. A defense system uses a systematic military and non-military approach to realize strength and expertise in defense against deterrence to protect the integrity of the Unitary Republic of Indonesia. This research focuses attention on the cooperation between Indonesia's main leaders, namely the President of Indonesia, the Commander of the Indonesian National Armed Forces, and the Commander of military operations, in facing the challenges of separatism in the Papua region. This research

forms an analysis of how these leaders work together in strategizing, coordinating actions, and tackling these complex and sensitive challenges. Through the analysis carried out, the aim is to gain an understanding of the role played by these leaders in dealing with the problem of separatism in Papua and its impact on political stability and security in the region.

Strategic leadership is the main thing that is very important in dealing with the separatist movement that occurs in Indonesia (Mukhtadi, 2021). From several understandings of strategic leadership, it can be concluded that strategic leadership is the ability of an individual in the process to lead either individually or in groups wherein it contains an order, instructions, or influence and motivation to make a change as an effort to realize a common goal in the right direction and more productive. In this paper, the theory of strategic leadership is used to analyze the benefits of the separatist movement that occurred in Indonesia, both in solving internal problems and in maintaining the sovereignty and integrity of the Unitary Republic of Indonesia.

Based on the Indonesian Dictionary, the word separatism has the meaning of an understanding and activity that has the aim of breaking away and establishing one's government (Indonesia Dictionary, 2023). In general, separatism is a collection of several ethnic groups or other identity groups that have an attempt to break away from a state or legitimate government. The separatist movement has the intent and purpose to establish a state as well as its government. Based on the government's point of view, so-called separatism is a movement in the form of resistance or rebellion that disrupts the integrity of the Unitary State of the Republic of Indonesia and must be immediately crushed and destroyed. The number of separatist movements that occur in Indonesia will be suppressed and given an understanding or explanation to return to the constitution and existing laws. If not resolved immediately, separatism can trigger divisions and can endanger the integrity of the Unitary Republic of Indonesia. Many countries are divided due to separatism.

The emergence of separatism is caused by several very diverse reasons. This is based on issues such as economic, political, social, and cultural issues (Sefriani, 2003). The failure in the process of distributing the results of economic development based on social justice is the background of the problem which is often the triggering factor for a certain group to break away from their country and then form their government and state. So it is very necessary for the role of the government to work according to the flow that should be to encourage the spirit and spirit of the nation's nationalism. Not only that, the active role of all components of the Indonesian nation is very much needed to increase national unity which will have an impact on preventing the emergence of separatism.

Separatism is an understanding, meanwhile, the so-called separatists are people or groups who want to break away from a union; or national group to gain some support. It can be concluded that individuals who launch separatism can be said to be separatists. Separatism is a movement that certainly aims to break away from the territory or a unitary state. This is done to make an independent region or country and at the same time want its sovereignty as a separate new country (Permatasari, 2022). From various

sources, separatism occurs in various regions of foreign countries, one of which is Indonesia. Some examples that have occurred in Indonesia include the betrayal of the Communist Party of Indonesia (*Partai Komunis Indonesia* or PKI) in Madiun, East Java, the Darul Islam/Islamic Armed Forces (Darul Islam/*Tentara Islam Indonesia* or DI/TII) Resistance in West Java, the Thirtieth of September Movement of PKI (G30S/PKI), the Free Papua Organization (*Organisasi Papua Merdeka* or OPM), the Free Aceh Movement (*Gerakan Aceh Merdeka* or GAM), and the Republic of South Maluku (*Republik Maluku Selatan* or RMS).

The government's perspective in looking at the Papua problem will affect the determination of the approach taken, where the government sees that the source of the problem is separatism. However, it is not enough to just look at it from some sides, because the various attitudes and behaviors of the Papuan community groups want to free themselves from the sovereignty of the Republic of Indonesia, as has been done peacefully or even with the method of an armed movement. The government needs to analyze if the reaction from separatist groups is the impact of Papua's long history of facing injustice and oppression, such as during the Military Operations Area status (*Daerah Operasi Militer* or DOM) and the violence that occurred during the reformation period.

Strategic leadership is an important key in facing complex and varied challenges, including the problem of separatism in Papua. In this context, strategic leadership requires an in-depth understanding of the characteristics of the situation at hand, as well as the ability to develop effective strategies, build solid teams, make the right decisions, communicate well, delegate tasks, and formulate inclusive policies. Therefore, in the following, each of these aspects will be explained in more detail.

### **Characteristics**

Quality leadership and good quality are the main factors that are considered determinants of the success of a group or a country to realize common goals and ideals. The Indonesian state needs a national leadership that can lead this country to national goals (Hapsari, 2018). Leadership is the ability that a person has in influencing others or directing certain parties in realizing a common goal. Each individual has a different leadership style. This is not because it is innate at birth, but can be learned throughout life. A leader is said to be ideal when he has a visionary view to provide direction to his members for common goals in clear ways. Visionary leadership is an absolute prerequisite needed by the Indonesian state to fight various threats (Ningsih, Wadjdi, & Budiyanto, 2022). The leadership that is expected and needed is not only in a physical capacity and form but is also needed in a strategic and far-sighted perspective to realize a big change for the people. In the reform era, providing free space for guidelines, insights, and views, also resulted in the development of radical ideas and movements that could threaten national security. According to Hikam (2015), visionary leadership is needed to deal with various threats to the Unitary State of the Republic of Indonesia, including radicalism and terrorism.

Visionary Leadership is a leadership quality that has foresight for the long term and is focused on future implementation with various threats (Sulistiyanto, 2000). In addition, a leader is also the agent of change and determines the direction knows the virtues, and can guide its members with the principle of professionalism that is dreamed of. Leaders are required to have a vision, this is a prerequisite for leadership in the era of autonomy, namely a group must show its capabilities and cultural identity and lead to the desired quality. The results of the Center for Creative Leadership in 2004, proved that strategic leadership is about one's expertise in influencing others based on vision and goals, then habits and work climate (Winerungan & Suharti, 2014). In another explanation, strategic leadership means an ability that a person has in seeking, coordinating, influencing, and providing stimulants so that the members he leads have good performance in realizing common goals. Furthermore, strategic leadership is a capacity and ability of a person who has a responsibility to ensure that a group will truly be able to persist or be loyal in a group and always be there (Utomo, Kusuma, Prihanto, Saputra, & Warcito, 2021).

From the statements that have been described, it can be concluded that there are several characteristics of strategic leadership, including:

1. Visionary and missionary strategy can convey well related to the vision and mission that is owned, then able to plan and implement strategies, also skilled and insightful very broad. In general, a leader who has a visionary leadership character has 3 characteristics, including are not afraid to take risks, having focused listening skills, and being responsible. In addition, they can understand and take advantage of the existing potential. A visionary leader is also able to motivate things that should be implemented in the long term in the future. In addition, the leader is also not worried about the risks of the plan to be implemented and he will provide the opportunity to convey various suggestions from various groups, even though it is in the form of criticism against him. Can be responsible for the ideas offered to its members. So visionary leaders are expected to be able to realize a clear vision of a more stable future and more focused efforts on quality improvement. Visionary leaders are more likely to be innovative for the success of the organization they lead. Visionary leaders have views about the vision and goals of the group they lead for development and the goals they want to achieve together. Visionary leaders will always provide changes to the old paradigm, and formulate "out of the box" strategies, which can replace simple thinking with tactical and systematic thinking.
2. Having a change orientation is a characteristic of a leader who wants to always involve himself in the existing transformation, aims in the right direction, is future-oriented, and likes to set priorities. Innovative leadership enables an organization to survive and thrive, despite the many obstacles that stand in its way (Purboyo, Putra, & Marlina, 2021). Innovative leadership is the process of promoting innovation by developing a friendly innovation culture and setting a strategic direction that builds and guides the confidence of each member and employee to be able to innovate. Leaders who have innovation are often likened to paddles and direction markers on a boat, it can be interpreted that without their existence the boat cannot find its

destination, but it will also be swayed without a clear hope. Of course, in building an innovation there will be a fairly high risk of failure, it can even cause various problems that lead to a loss. Therefore, the leader must have proper consideration, be patient, and of course, must also be brave when making a decision and be willing to bear all the consequences of the decision that has been chosen. A leader who has an innovative leadership style, in general, is someone who always strives to realize innovations and is not easily satisfied with the results obtained by the related group or organization. In this way, they will be able to assist their members in fighting harder than before just to achieve better results according to their common goals.

3. The ability to build strong relationships is realized by always being wise in acting, involving members in developing ideas and making decisions, carrying out direct responsibilities, and having great relationships with various parties.
4. Mastering personal style and personal skills such as being more active, able to control emotions, having high spirits, caring for members, and always being brave in taking risks. Most people prefer this leadership style because it always supports strategic thinking for all members as a whole. However, leaders with this style must always be alert to the possibilities of things that will happen. Leaders are expected to always be aware of the fulfillment of the aspirations of each member and not be partial to only a few groups to avoid problems or conflicts.

The strategic leadership approach has its characteristics and characteristics that make it different from other approaches. Based on the explanation presented by Yukl (2013), empirical findings can be presented regarding the personality characteristics of a strategic leader, including (1) decisive in taking the main action when in crisis conditions, (2) the ability to innovate in the long term, (3) knowing about what is being done and being able to control or condition events or situations, and (4) always respect the performance of members by not blaming and judging external situations caused by poor performance.

Understanding the characteristics of Papuan separatism is an important first step in strategic leadership. This involves an understanding of the history, culture, and aspirations of the Papuan people, as well as the factors that led to the emergence of the separatist movement. Understanding the fundamental causes of separatism and socio-political dynamics in Papua will assist leaders in designing appropriate strategies. This explanation describes several personality characteristics that are considered important for a strategic leader in dealing with crises, innovating in the long term, controlling or conditioning events/situations, and appreciating member performance. In the case of Papuan separatism, the leader needed is someone who has a deep understanding of the problems that occur in Papua, and can lead strategically and effectively.

In the Papuan context, effective cooperation and coordination between government leaders and military leaders is very important. The president as the leader of the government must make strategic decisions, direct policies, and provide the necessary support to military leaders. Meanwhile, the Indonesian National Armed Forces (*Tentara Nasional Indonesia* or TNI) commander or commander of military operations is responsible for carrying out operational actions to deal with separatism

and control the situation on the ground. In addition, handling the problem of separatism in Papua requires a holistic and comprehensive approach, including paying attention to political, social, economic, and cultural aspects. Therefore, in addition to government and military leaders, collaboration with community leaders, traditional leaders, and other figures is also needed to settle.

### **Strategy**

Effective strategic leadership is necessary to interpret and apply strategy successfully. According to Purwadipura (2003), strategic leadership includes the ability to anticipate, have a clear vision, and maintain flexibility, then always give authority to members in realizing a strategic change. Strategic leadership is an inseparable part of the strategy formulation process in a company (Tenggono & Syamlan, 2021). Guillot (2003) argues that the strategy that can be carried out by strategic leaders is expected to combine three things, namely; purposes, methods, and tools used. Aliminsyah (2004) argue that a strategy is a form of a directed plan to get maximum results.

Strategic leadership is the most effective way to realize the vision that has been determined (Suspurwanto, 2020). Leaders can develop and manage organizational strategies by using knowledge and enthusiasm to create strategic leadership for members (Widiastuti & Tuti, 2022). They direct how members can achieve good performance in implementing plans or goals to be realized. The prepared strategy must be able to realize five (5) management functions, including; Planning or planning, Organizing or organizing, Actuating or moving in the form of direction and coordination as well as Controlling or controlling. There are several strategies that a leader can take in realizing the changes that will be made to threats that endanger or disrupt the sovereignty and integrity of the Unitary Republic of Indonesia, especially in the face of the separatist movement that occurs in Indonesia.

The implementation of this strategy must involve cooperation between various leaders and relevant authorities, including the central government, security agencies, and local governments. Good cooperation and coordination between all these leaders and authorities are very important to achieve effective and sustainable results in dealing with separatist movements in Papua. Strategic leadership requires the development of a comprehensive and ongoing strategy. This strategy must include diplomacy, dialogue, community participation, economic development, and improvement of public services. Leaders must be able to consider long-term interests and build an inclusive framework to achieve long-term peace and stability in Papua. The five steps or strategies include; team building, decision-making, communication, negotiation, and delegation.

### **Team Building**

A leader of a group must be able to build a strong team to achieve a common vision. The composition of the team consists of various parties from the enforcement apparatus to assist in supporting the shared vision of eradicating the armed separatist movement in Indonesia. The formation of the team aims to carry out its duties, principles, and functions in a professional manner. A leader should understand the



potential of each member, to build his team properly and appropriately. Hill & Jones (2007) argues that leaders are expected to be able to identify in detail their members as members who have the knowledge and are willing or have high loyalty by always contributing to a shared vision. To realize a common goal, as a leader, you must be firm in conveying confidence and motivating all team members. The formation of a good team is influenced by leaders who are always willing to provide opportunities for members to express their wishes and hopes, expertise, and abilities to bring up confidence and belief that they can realize the vision that has been determined.

Strategic leadership requires the ability to build strong and diverse teams. Selecting competent team members, having an understanding of Papuan dynamics, and promoting inclusivity are important steps in achieving the goals set. Leaders must encourage collaboration, value diversity, and create a work environment that supports growth and innovation.

In a conflict situation like this, the leader needed is someone who can understand the complexity and sensitivity of the Papuan problem and has a strong commitment to a peaceful and inclusive resolution. Leaders involved in handling Papuan separatism need to be good listeners and always open space for all parties involved, including the Papuan people, local leaders, human rights activists, and groups fighting for Papuan independence. The leader must be able to listen to their aspirations and wishes and provide opportunities for them to express their hopes and concerns.

In this case, the leader who has important authority and influence in the Papuan context is the President of Indonesia. As the country's leader, the President has a central role in dealing with the issue of separatism and setting policy directions to be taken. The president also has the authority to form a special team or institution that is specifically tasked with dealing with the issue of Papua. However, it is important to recognize that dealing with the problem of Papuan separatism is not the sole task of a leader. In its implementation, involving various parties and stakeholders is important. In this case, the commander of the Indonesian National Armed Forces and commander of military operations also have an important role to play in maintaining security and stability in the area, but must always be accompanied by a commitment to a just settlement, dialogue, and fulfillment of human rights.

Leaders who are successful in handling Papuan separatism are those who can build dialogue, promote reconciliation, understand the root of the problem, and are committed to improving the welfare of the Papuan people as a whole. A good leader must be able to create trust and motivate all parties to work together in achieving a common goal, namely creating peace, justice, and prosperity for the people of Papua.

### **Decision Making**

A leader is required to be able to determine a decision or policy appropriately and without a long time, even more than that, sometimes the leader decides something and does not have time to ask for advice and input from his members. When a policy or decision requires change and innovation, it requires discussion by way of discussion and asking for opinions from each member to determine the right alternative as a form of

mutual agreement. If in the decision-making process, there is no participation from members or ignoring the input and suggestions given by members, then this will have an impact on the results of policies that will run or be implemented not optimally. Jakubik & Berazhny (2017) argue that wise leaders will communicate when deciding a policy or decision that is directly conveyed to team members to prevent member disappointment caused by hasty decision-making.

In facing the challenges of Papuan separatism, leaders must be able to make the right decisions based on accurate information. Leaders must develop good analytical skills, listen to multiple perspectives, and consider the long-term implications of the decisions they make. In addition, leaders also need to acknowledge the possibility of failure and be prepared to change strategy if necessary. In the case of Papuan separatism, a leader who is wise and communicates effectively is needed to deal with complex situations and influence policy decisions related to the conflict. The ideal leader in this case is the President or a high-ranking official who has the authority and responsibility for matters of national security, foreign policy, and handling internal conflicts.

The leader must be able to lead with wisdom, consider various points of view, and communicate effectively with team members regarding the policies to be taken. This is important to prevent disappointment and increase understanding between leaders and team members regarding the decisions taken in dealing with Papuan separatism. In this case, the President has a key role as a state leader who must lead and make strategic decisions regarding Papuan separatism. The president has the authority to formulate and implement policies on national security, diplomacy, and domestic conflict resolution.

However, the President will not carry out these actions alone. As an executive leader, the President will rely on various government institutions and related officials, including the Commander of the Indonesian National Armed Forces and commanders of military operations, to carry out the policies that have been set. The commander of the Indonesian National Armed Forces is responsible for planning and executing military operations when necessary to maintain national security and stability. Ultimately, it is important to note that the handling of Papuan separatism involves a variety of complex factors, including historical, political, economic, and social issues. Therefore, wise leaders must have a deep understanding of all these aspects, as well as the ability to communicate well and consider the impact their decisions have on all parties involved.

### **Communication**

According to Hill & Jones (2007) providing information is a power. It is very important to provide information to members of the organization about the problems they are facing, such as the emergence of armed separatism movements that can endanger state sovereignty. As a leader, you must be able to convey information to members regarding the problems they are facing. Then in conveying the information, it must be brief and clear and can also be understood without confusion and offer several solutions to problem-solving. Bahadori, Izadi, Ghardashi, Ravangard, & Hosseini (2016)

argues that being a leader is required to have good negotiation skills. The ability to negotiate is very important because it will be able to support a group or team when making decisions, obtain support from related groups in formulating new plans and strategies, and to give influence members to always work together to maintain the sovereignty and territorial integrity of the Republic of Indonesia. Efforts to deal with cases of violence that are currently occurring in Papua require an approach to be able to resolve these problems, such as a holistic and collaborative approach. The approach chosen by the Indonesian government in handling these cases is considered inappropriate, as evidenced by the many cases of similar violence occurring.

In all negotiations, leaders must pay attention to a holistic and collaborative approach. This means taking into account the interests of all parties involved, respecting human rights, and working towards a just and sustainable solution. Leaders also need to have good listening skills, the ability to manage conflict, and expertise in facilitating effective dialogue to reach mutually beneficial agreements for all parties involved.

In the last few months, from January to March 2023, the Armed Criminal Group (*Kelompok Kriminal Bersenjata* or KKB) has carried out acts of violence that killed some security forces (Rifqah, 2023). Beka Ulung Hapsara as Commissioner of the National Commission on Human Rights (*Komisi Nasional Hak Asasi Manusia* or Komnas HAM) said that the peaceful dialogue approach is one of the actions that the government needs to take in solving various problems that occur in Papua, such as; injustice and discrimination (Yahya, 2021). Some parties hope that the new approach will have an impact on efforts to stop the armed conflict between the Indonesian National Armed Forces (TNI) and Republic of Indonesia Police (Polri) officers and armed civilian groups in Papua which are included in the category of separatist movements. Strategic leadership requires strong communication skills. The leader must be able to clearly articulate the vision, values, and goals of the organization to the Papuan people, as well as explain the steps being taken to overcome separatism. Effective communication will help build trust and strengthen relationships with various stakeholders.

### **Delegation**

Delegation activities are not activities to show who is great or not, but leaders always respect the wisdom of members which can support the plans and strategies that have been prepared. The leader will be able to design an atmosphere where all members support each other's ideas, conduct regular evaluations of the work of members and have equity in a group or organization when setting goals and visions and have a sense of belonging to an organization. It is not easy to develop the Papua region into a dignified, civilized, and aspirational region, where the region has the potential for separatist movements. All parties are expected to contribute and participate as well as have sincerity in carrying out commitments, evaluating, monitoring, and making improvements.

Strategic leadership also involves the ability to delegate tasks and authority to competent team members. Leaders must be able to identify skills and potential in their team, provide trust, and provide opportunities for them to develop. By delegating tasks

effectively, leaders can focus on the larger strategic aspects while ensuring the efficient and effective execution of the plans laid out.

### **Policy**

In realizing a certain vision, a leader such as the president, the commander of the Indonesian National Armed Forces, as well as the commander of military operations must implement policies to realize the success of the strategies that have been prepared previously. Where the policy for a vision is required to be effective and relevant to all aspects. Some of the policies to be established must be compliance-driven and by legal guidelines or the Act. In facing the armed separatism movement that occurred in Indonesia, especially Papua as a form of threat to the sovereignty and territorial integrity of the Unitary State of the Republic of Indonesia, the Government is expected to be able to develop Papua more focused and intensely than before. Not only infrastructure, but poverty in Papua is still very high, as well as unemployment is the same, besides that there is also a high level of inequality. At the same time, the Papuan people have always witnessed their natural wealth being depleted, a lot of forests being cut down carelessly, the land being controlled, and money being diverted for other purposes even for the personal interests of irresponsible people. Given such conditions, it is necessary to increase and pay attention to economic and fiscal policies, especially in the Papua region, with the aim that the existence of an Indonesian state can be felt as a benefit. In addition, tax revenue sharing is expected to continue, but special autonomy funds are needed to improve the distribution process so that they are evenly distributed and not only enjoyed by a handful of local elites or only certain people. All economic activities must also involve local communities in Papua.

In strategic leadership to deal with Papuan separatism, leaders need to formulate policies that are inclusive and sustainable. Good policies must be able to address the root causes of separatism and promote peace, justice, and sustainable development in Papua. Leaders must involve various stakeholders in the policy formulation process to ensure fair representation and participation.

### **Forms of Efforts that have been made by the Government of Indonesia**

The government has established several policies that describe the form of concern for Papua, marginal areas, and border areas or remote/underdeveloped areas. Then the issuance of a set of laws such as the Special Autonomy Law (*Otonomi Khusus* or Otsus) for Papua, the State Territory Law, the Village Law, the Presidential Regulation on the National Border Management Agency/BNPP (2010), as well as the Presidential Regulation on the Unit for the Acceleration of Development of the Papua Province and West Papua/UP4B (2011). If examined carefully, the Law contains values and policy foundations that are strongly oriented to contribute to the welfare of the Papua region and fully provide all the rights that the people deserve. With the implementation of policies with these various laws, the Papuan people normatively and legally-formally receive wider attention, for example, regarding the flow of development funds to respect for customs (Noor, 2016).

The essence of the paradigm of the separatist movement is that it ignores the background that causes problems or conflicts in Papua. Based on research conducted by LIPI, there are several sources of problems that occur in Papua such as; history of integration, political status, and identity, then political violence and human rights violations in Papua, failure of development, marginalization of Papuans and inconsistency of special autonomy (Widjojo, 2010). According to Komnas HAM, the background that underlies the problems or conflicts in Papua is the disappointment of the Papuan people regarding the completion of cases of human rights violations involving security personnel, as well as discrimination and injustice in all aspects, both social, economic and political (The National Commission on Human Rights of the Republic of Indonesia, 2021). Currently, the separatist movement in Papua is considered a source of chaos. The situation in the community which was initially calm was disturbed and the order was always disturbed due to the irresponsible activities of the separatist movement.

Based on the current results, Jokowi's presidency in Papua is progressing from an overall point of view, especially within the scope of the Unitary State of the Republic of Indonesia. The Jokowi administration has initiated a priority agenda for the Papuan people, namely by developing national infrastructure, in this way as if the government is privileged to Papua, which so far has only been considered a "stepchild" for Indonesia. The ongoing infrastructure is road construction, with the aim that the distribution of goods in Papua can run smoothly, as well as a way of saving logistics costs and ultimately lowering the price of goods. The smoother flow of logistics distribution to the Papua region is expected to have an impact on the prices of cheap goods as well. The availability of better road infrastructure encourages the process of economic equality in the territory of Indonesia, especially in Papua. With the implementation of policies in the form of a priority agenda, the Indonesian government has the goal of reducing the number and even eliminating the separatist movement in Papua and increasing the trust of the Papuan people in the Indonesian government (Mukhtadi, 2021).

Various ways and efforts have been implemented by the government in realizing the sovereignty and integrity of the Unitary State of the Republic of Indonesia so that it is more advanced than before. Strategies and tactics are carried out such as infrastructure development, then improving health services, improving licensing bureaucracy, and so on. Several regions in Indonesia need more attention, including the province of Papua, which is a priority for the current president's leadership. Reinforced by the President who launched the Nawacita concept, the government is paying more attention to the outermost regions of the Indonesian state, including one of them, namely Papua. The government realizes this concept by providing a special budget each year which is always increasing.

The separatist movement is currently a topic of discussion or security issues in the country. These movements are in the form of political separatist movements or armed separatist movements that often occur. The threat is driven by several parties who provoke certain groups who have the desire to break away from the Unitary State of the Republic of Indonesia in various ways, such as suppressing weaknesses in the process of

running government functions in Indonesia that the separatist movement is placed as a form of dangerous threat because it can interfere with sovereignty and territorial integrity (Kennedy, 2017). The Unitary State of the Republic of Indonesia directly, besides that is also considered to be able to disrupt the safety of the Indonesian nation. Separatism is motivated by problems related to the distribution system of rights. Both economic rights, political rights, and the distribution of justice are considered not to be widespread and equitable, resulting in a group of people or a group feeling disturbed and uneasy within the Unitary State of the Republic of Indonesia. If the causes of a separatist movement are not immediately resolved, the potential for separatism to emerge will always be there and difficult to avoid.

The Indonesian people are aware and committed that joining the sovereignty of the Republic of Indonesia is a very appropriate political decision. Based on the mandate of the law, a state defense has a function to guarantee the sovereignty and territorial integrity of the Unitary Republic of Indonesia. However, efforts to suppress the causes of problems that cause separatism so far have not been able to be carried out comprehensively due to justice that has not been spread equally and the integration of national development. The existence of a separatist movement can certainly affect and even endanger the sovereignty of the Republic of Indonesia, so it is necessary to involve all parties including the TNI to overcome the separatist movement as well as in the form of Military Operations Other than War or MOOTW (*Operasi Militer Selain Perang* or OMSP). The handling of separatism in Indonesia is carried out through Military Operations Other than War (OMSP) which is regulated in Law Number 34 of 2004 concerning the Indonesian National Army. Article 7 paragraph 2 explains the separation of the TNI's main duties through Military Operations for War (OMP) and Military Operations Other Than War (OMSP), as well as the implementation of military operations other than war based on state political policies and decisions. Military Operations Other than War (OMSP) is a necessity in a country, because even though there is no war, there are still other functions, namely deterrent and bargaining (Pratiwi, 2017).

So far, the Indonesian government has avoided military operations to crush the separatist movement in the Papua region. The government has changed the approach system in the Papua region, namely with a security approach that also prioritizes dialogue so that it can embrace all parties. Based on the realization of excessive security as practiced in the Papua region (Supriyadi & Manessa, 2020), it is considered unable to provide a sense of calm for the local community. However, the government is also unable to carry out the approach in the form of a dialogue because there is still no sense of confidence on the part of the separatist groups towards the policies implemented by the Indonesian government. The government also does not want interference from other parties from the separatist group, because the main demand of the group is the determination of fate. After all, the main goal of the group is to determine the sustainability of Papua by holding a referendum on the legitimacy of the Pepera (People's Opinion Determination) process.

The approach adopted by the Indonesian government has not been able to fully respond to the various sources of existing problems and has not yet fully read the historical facts of acts of violence that have occurred. The government again used a security approach in solving the problem but it ended in violence. Conflicts that occur in Papua related to separatism do not have to be faced by taking up arms, but simply using strategic tactics of cooperation between various parties in helping the Papuan people provide training and skills in managing Natural Resources and Human Resources (HR) in the Mountains middle of Papua.

The Indonesian government needs to come up with a new strategy for resolving the conflict in Papua, such as implementing a peaceful dialogue approach. All efforts made for a comprehensive conflict resolution are considered easier to form if all parties can provide a re-understanding of the objectives of each party which is called mutually bound to one another as well as interpreting that the conflict is a common problem that is of public concern. Indonesia is a democratic country so the dialogue approach has a very strong political basis and rationale. Several similar conflict resolutions such as the Ambon, Aceh, and Poso conflicts through a peaceful dialogue approach are effective as a solution. The Indonesian government has long been trying to find a peaceful solution to the problem of separatism in the provinces of Papua and West Papua. Several attempts at peaceful dialogue have been made to achieve reconciliation and recovery of the situation in the region. However, the situation in Papua remains complex, and several separatist groups continue to carry out attacks and acts of violence. The Indonesian government continues to try to engage various parties in peaceful dialogue to find sustainable solutions and build trust between the Papuan people and the government.

The complexity of the resistance and rejection of Papuan separatist movement groups cannot be a reason to close the approach to peaceful dialogue to resolve the Papuan problem. The peaceful dialogue approach to conflict resolution is an internationally recognized approach that has proven successful in a variety of contexts. Peaceful dialogue is a process that allows the parties involved to talk about their problems, understand each other's perspectives, and seek mutually acceptable solutions. Through dialogue, there is the potential to build mutual understanding, reduce tensions, and seek solutions that do not rely solely on violence. Apart from peaceful dialogue, it is also important to address the root causes of the conflict in Papua. This includes addressing social and economic inequalities, respecting human rights, promoting inclusive governance, and building trust between the government and the people of Papua. A comprehensive and sustainable approach is needed to achieve long-term peace and stability in Papua. Based on humanity, all parties participating in the conflict in Papua must reconsider to obtain a joint solution to this problem peacefully without causing many victims. The National Commission on Human Rights (Komnas HAM) said that the way to resolve the conflict in Papua is through peaceful dialogue. Komnas HAM considers that it is appropriate for the prolonged conflict in Papua to be resolved with humanistic steps without having to include violence (Sitoresmi, 2021).

Several parties from various circles also participated in giving their ideas to the government as a form of strategy that could be taken to deal with the separatist

movement, such as; restoring the security and order situation and providing strict sanctions to armed separatist movement groups that violate the rights of local civil society. Then carry out regional autonomy and decentralization and democratization in Papua in a quality manner, applying the concept of a peaceful and comprehensive resolution of conflicts or problems (Sandhujana, 2020). Furthermore, conducting socialization with the Papuan people regarding the success of infrastructure development has been carried out by the Indonesian government to increase the synergy between the Central Government and the Regional Government so that problems can be resolved immediately and forge better relations.

## **CONCLUSIONS AND RECOMMENDATIONS**

Strategic leadership is the main thing that is very important in dealing with the separatist movement that occurs in Indonesia. There are several characteristics of strategic leadership, among others; visionary and missionary, as well as strategic, have an orientation to change, the ability to build strong relationships, and master personal style, and personal skills. It is necessary to have visionary leadership to deal with various threats to the Unitary State of the Republic of Indonesia, including separatism, radicalism, and terrorism.

In the case of Papua, leaders must adopt a more appropriate approach to creating a peaceful dialogue with local people. They must have extensive knowledge of the problems and needs of the Papuan people and build strong relationships with local leaders, religious leaders, and other community groups. In this case, leaders must be able to listen empathetically, understand the problems faced, and be committed to resolving conflicts peacefully. More specific recommendations can be based on the theory and process analysis that has been done before. For example, in involving residents, leaders may adopt a participatory approach that involves the community in decision-making relating to issues that directly affect them. They can also promote local economic development to improve the welfare of the Papuan people and reduce social tensions.

Visionary leadership refers to a remarkable quality possessed by leaders, which involves their capacity to anticipate and strategize for the future while taking into account potential obstacles. This style of leadership places great importance on long-term vision and endeavors to implement strategies that are in line with their foresight. The Indonesian government avoided military operations to crush the separatist movement in the Papua region. The prolonged conflict that occurred in Papua should have been resolved with humanist steps without having to include violence. Several strategies are carried out by leaders in realizing changes that will be made for threats that endanger or disrupt the sovereignty and integrity of the Unitary Republic of Indonesia, especially in dealing with the separatist movement that occurs in Indonesia. The five steps or strategies include; team building, decision-making, communicator, negotiation, and delegation.

To deal with separatist movements in Papua, the Indonesian government can take the following steps based on the characteristics of strategic leadership, including



building a clear vision and mission for Papua that includes regional integration and just and sustainable economic development. This vision and mission should be based on consultation with the Papuan people and other stakeholders. Then, increasing the orientation towards change by adopting an inclusive and participatory approach in dealing with Papuan issues. The government must strengthen dialogue with the Papuan people and ensure their participation in decision-making processes related to the future of Papua. Then, build strong relationships with the Papuan people and other stakeholders. Governments must ensure that they are involved in the development process and have access to the necessary resources to achieve their goals.

In addition, they also have a personal style and personal skills that enable leaders to interact well with the Papuan people and gain their support. Leaders must be able to develop interpersonal skills and pay attention to the needs and expectations of the Papuan people. Next, put the right strategy to overcome separatist movements in Papua. The government should strengthen security in the region and promote social and economic integration. The strategy should be based on the consultation and participation of the Papuan people and other stakeholders. As well as building synergies between various stakeholders, including the central government, regional governments, and the people of Papua. It is important to achieve the same goal and avoid confusion and conflict between them. In carrying out these steps, the government needs to adopt a holistic and sustainable approach to addressing Papuan issues and ensuring that the people of Papua can benefit from sustainable development.

Therefore, by building infrastructure it will be able to be utilized properly by all Papuan people. One of the existing infrastructure development processes is roads. The existence of a priority agenda policy aims to reduce or suppress the number of separatist movements that are developing in Papua as well so that the Papuan people and the international community have better trust in the Indonesian government. Then the effort to maximize by simplifying the bureaucracy as a form of allocation of funds in special autonomy by the laws that have been set, as well as the development planning process for the Papua region as a whole without having to risk physical or non-physical development, so that development in the Papua region is carried out properly and smoothly.

The results of the analysis show that strategic leadership plays an important role in overcoming separatist movements in Papua. Effective strategic leadership must be based on a deep understanding of the political, social, and economic conditions in Papua and consider the long-term impact of the policies adopted. A proactive and preventive approach, as well as the use of a flexible tactical strategy, are also needed to overcome the separatist movement. Strategic leadership plays a key role in overcoming separatist movements in Papua as a form of threat to the sovereignty and territorial integrity of the Republic of Indonesia.

There are several recommendations regarding strategic leadership to deal with separatist movements in Papua, including; paying attention to historical aspects, involving stakeholders, focusing on preventive approaches, safeguarding human rights, optimizing the role of technology, increasing transparency and accountability, and

strengthening economic development. These suggestions can be a good starting point for the government in dealing with separatist movements in Papua. By following the steps above, it is hoped that the government can strengthen strategic leadership capabilities in dealing with separatist movements in Papua as a form of threat to the sovereignty and territorial integrity of the Republic of Indonesia.

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