

A Strategic Leadership Approach To Conflict Resolution In Papua

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Abstract

This study, titled "Strategic Leadership Approaches in Conflict Resolution in Papua," aims to explore how strategic leadership can contribute to resolving conflicts in Papua. The research focuses on two main areas: the impact of strategic leadership competencies on conflict resolution and the application of strategic leadership guidelines within organizational culture. First, the study examines the influence of strategic leadership competencies on the effectiveness of conflict resolution in Papua. These competencies include the ability to plan, implement, and evaluate strategies, as well as adapt to changing situations. The research evaluates how leaders with strong strategic competencies can facilitate dialogue, build consensus, and design sustainable solutions for long-standing conflicts. Second, the study assesses the application of strategic leadership guidelines within the context of organizational culture. Understanding the local culture and applying leadership principles that align with the organizational culture are central to this analysis. The research investigates how formal procedures and strategic control are used to manage and resolve conflicts effectively within organizations operating in Papua. The findings indicate that effective strategic leadership requires a deep understanding of the local context and skills in designing and implementing adaptive strategies. Integrating cultural values with leadership principles is crucial for building harmonious relationships and resolving conflicts. This research provides practical insights for leaders in designing more inclusive and responsive approaches to conflict resolution in Papua.

Keywords: Strategic Leadership, Conflict Resolution, Papua, Leadership Competencies, Organizational Culture.

INTRODUCTION

Indonesia, as a large and diverse nation, has not been immune to a long history of conflicts. The existence and dynamics of these conflicts pose unique challenges for Indonesia in strengthening unity and cohesion among its pluralistic and heterogeneous society. One of the ongoing conflicts that continues to draw attention from various stakeholders, particularly in academic discourse, is the conflict in Papua, which is marked by violence and human rights violations. Protests related to Special Autonomy (Otsus), as well as shootings, have claimed lives, including civilians, community leaders, and even security personnel. In this regard, the Indonesian National Armed Forces (TNI) has reported that the shootings were carried out by the West Papua National Liberation Army – Free Papua Organization (TPNPB-OPM), also commonly referred to as Armed Criminal Groups (KKB).

In the effort to prevent the escalation of conflict in Papua, the responsibility must be shared among various elements, including the government, security forces, and the broader society. A holistic approach is necessary to address this issue effectively. From a comprehensive perspective, the problems in Papua seem endless and highly complex. The conflict in Papua is not merely a local issue but is also deeply connected to social and cultural dimensions within a national context. Fundamental issues such as ignorance, poverty, underdevelopment, and social injustice have long been the root causes of larger problems, including separatism, terrorism, and violence. The injustices experienced by the people of Papua are often the result of inadequate systems for addressing social and economic disparities. In this context, it is crucial to recognize

that effective conflict resolution requires a thorough approach to addressing the root causes and fostering close collaboration among all involved parties. Efforts to tackle these issues should include improvements in public policy, enhancement of educational quality, poverty alleviation, and fundamental social reforms. With an integrated and inclusive approach, it is hoped that the conflict in Papua can be managed more effectively and move towards a sustainable resolution.

Therefore, the various conflicts occurring in Papua will inevitably remain under the state's supervision and attention. The state, as a sovereign organization of authority, has a system of governance to enforce order among the people within its territory (Sabon, 1992). One of the essential elements of being a sovereign state is having an authoritative government or leadership. The existence of an individual or group of individuals as the governing authority within a country greatly influences the functioning of the constitutional system and the realization of the nation's aspirations as established by its constitution. The government has the role and responsibility of organizing the state and is accountable for its leadership. To ensure that the people live in an orderly, safe, and peaceful manner, with the assurance of fair law enforcement, this is manifested through the exercise of power or governance (Risvandi & Andri, 2022).

The competence of the government as the nation's leader must be supported by its understanding of the state as a sovereign organization of power. This is equally crucial in finding appropriate conflict reconciliation solutions in Papua. The government, in its leadership role, must comprehend the conflict from multiple perspectives to develop policies that provide comprehensive solutions. Throughout the history of the Papua conflict, the government, through its leadership, has implemented various solutions and policies. It began during the Old Order under President Soekarno, who defended West Papua as part of Indonesia during the Dutch decolonization, followed by President Soeharto in the New Order era with quasi-repressive policies. Subsequently, during the Reformasi period under elected presidents—President B.J. Habibie, President Abdurrahman Wahid, President Megawati Soekarnoputri, President Susilo Bambang Yudhoyono, and President Joko Widodo—more humanist and persuasive approaches were adopted. The various policies and approaches put forward by these national leaders were undoubtedly driven by their competence, wisdom, as well as their experience and knowledge.

Given these issues, the author is interested in analyzing the strategic leadership approach to conflict resolution in Papua. Additionally, this analysis is expected to provide contributions and insights from the perspective of strategic leadership regarding conflicts occurring in other regions of Indonesia. Furthermore, the author will explore solutions and recommendations that may assist in addressing the Papua conflict from a strategic leadership perspective, such as establishing standards for strategic leadership competencies for national leaders and urging the government to adopt new strategies and approaches in resolving the Papua conflict, thereby accommodating the aspirations of various stakeholders

RESEARCH METHODS

In the writing on the role of the Strategic Leadership Approach in Conflict Resolution in Papua, the author will employ a qualitative descriptive research method. This method will be used to provide a detailed description of the impact of strategic leadership competencies on resolving the Papua conflict, as well as guidelines for strategic leadership within organizational culture in conflict resolution. Additionally, this method will be utilized to collect data through documentary studies related to Strategic Leadership in Conflict Resolution in Papua. In data collection, the author will prioritize accuracy, clarity, and objectivity to ensure the quality of the data produced. Once the data is collected, it will be analyzed qualitatively using content analysis techniques to identify patterns and themes emerging from the data. Through this research

method, it is hoped that a more detailed and comprehensive understanding of the impact of strategic leadership competencies on resolving the Papua conflict, as well as the guidelines for strategic leadership within organizational culture in conflict resolution, can be achieved.

RESULT AND DISCUSSION

In general, national leaders are individuals who possess leadership capabilities and the capacity to influence society while guiding national development through well-designed policies. The country requires leaders with strategic leadership competencies to understand various critical aspects of the state. This is crucial because every decision made by leaders directly impacts the lives of the people and national security. The conflict in Papua has deep-rooted issues that began with the decolonization process carried out by the Netherlands during the Old Order era. This was followed by President Soeharto's quasi-repressive policies during the New Order period. Subsequently, during the Reformasi era, elected presidents—including President B.J. Habibie, President Abdurrahman Wahid, President Megawati Soekarnoputri, President Susilo Bambang Yudhoyono, and President Joko Widodo—each adopted humanist-persuasive approaches to address the conflict. Each leadership era has exhibited distinct characteristics and strategies, reflecting changes in the approach to conflict resolution and handling social issues in Papua. In this context, it is essential to examine how strategic leadership competencies influence the effectiveness of implemented policies and their impact on conflict resolution. Thus, a thorough understanding of how different leadership strategies contribute to resolving this conflict is vital for developing sustainable solutions and accommodating the aspirations of all involved parties. The ability to manage conflict in Papua within a non-national scope can be studied through the application of strategic leadership within organizational culture. Effective strategic leadership requires a deep understanding of various dimensions and dynamics of conflict, as well as skills in managing and responding to changes. In this context, strategic control functions as a formal procedure based on information to maintain or alter organizational activity patterns. This control involves using data and analysis to monitor organizational performance and ensure that activities align with the established strategic goals. Strategic control not only oversees and regulates activities but also facilitates necessary adjustments to help the organization achieve its desired outcomes. In the strategy implementation process, organizational control plays a crucial role in identifying and addressing potential obstacles, including internal and external conflicts. With effective control mechanisms in place, organizational leaders can direct resources and efforts more efficiently and ensure that policies and decisions align with the organization's vision and mission. Furthermore, organizational leaders are responsible for ensuring that the strategies implemented accommodate the various aspirations and needs of stakeholders. In this regard, the ability to understand and apply strategic control is essential for managing conflicts and achieving sustainable resolutions. Therefore, studying strategic leadership within organizational culture can provide valuable insights into how organizational control can be optimized to handle conflicts effectively, both in local contexts and on a broader scale.

The Influence of Strategic Leadership Competencies on Conflict Resolution in Papua

Leadership is a logical consequence of the growth of social life. In order to lead a directed life, society needs leadership that genuinely emanates authority due to its commitment, credibility, and integrity. Therefore, in general, national leaders are those who possess leadership qualities and the capacity to influence society while guiding national development through well-designed policies. From this explanation, it can be concluded that a national leader must have strategic leadership capabilities. Hitt (2002) defines strategic leadership as the ability of leaders

to anticipate, envision, and maintain flexibility in utilizing others to create the strategic changes necessary.

In the history of Indonesian leadership, both executive and legislative dynamics have frequently undergone changes, often resulting in political crises and leading to transitions in national leadership, affecting both the executive and legislative branches. The country requires leaders with strategic leadership competencies to understand various critical aspects of the state, as every decision made will impact the lives of the people and national security. Indonesia, as a pluralistic nation, has been significantly shaped by political, economic, cultural, and religious issues, many of which remain challenging to resolve comprehensively. One such issue is the conflict in Papua, which has persisted from the Old Order era through the Reformasi period and continues to be a major concern across various sectors.

The conflict in Papua has deep-rooted issues that originated with the decolonization process undertaken by the Netherlands. After Indonesia declared its independence in 1945, it sought to incorporate all former Dutch territories into its domain, including Papua, which was then known as Netherlands New Guinea. However, the Netherlands did not agree, citing the racial and ethnic differences between the indigenous Papuans and the majority of Indonesia's population. Disputes persisted from December 27, 1949, during the Round Table Conference (KMB), and continued for several years. Subsequently, with facilitation by the United States, an agreement was reached between Indonesia and the Netherlands regarding the status of Papua, known as the "New York Agreement," signed on August 15, 1962. The core of this agreement was that the Netherlands would transfer authority over Papua to the United Nations Temporary Executive Authority (UNTEA) on October 1, 1962. Following this, the Netherlands was to hand over Western New Guinea to Indonesia by May 1, 1963. However, as part of the agreement, the Netherlands stipulated that the Papuan people should be given the opportunity to decide their future through a referendum known as the Act of Free Choice (PEPERA), which took place in 1969.

However, the referendum process itself was deemed unfair and faced significant protests because the voting was not conducted on an individual basis (one man, one vote). Instead, it was represented by tribal leaders at that time. This politicization led to various historical grievances rooted in differing perceptions of Papua's integration into Indonesia. The emergence of the Free Papua Organization (OPM) was part of a pro-independence movement dissatisfied with Indonesian policies during Papua's integration into Indonesia. The OPM became an armed group that continually caused conflict in Papua. The OPM's activities are part of a guerrilla resistance movement against the state, which poses a significant risk to national disintegration. Analysis shows that the OPM did not arise solely as a political movement. Rather, it emerged from a series of power struggles involving the Indonesian government, the Dutch government, the United States, the United Nations Temporary Executive Authority (UNTEA), and various educated Papuan elites from 1962 to 1969. The OPM's insurgency is driven by Papuan dissatisfaction and frustration, as they felt that from the outset, the integration of the Papuan people was repressed and intimidated by the Indonesian government.

The Free Papua Organization (OPM) movement continued to ignite prolonged and escalating conflicts. During the Reform era, a humanitarian approach was adopted that had not been previously implemented by the New Order government. Under President Abdurrahman Wahid's administration, Freddy Numberi was appointed as Governor of Irian Jaya and later as Minister for State Apparatus Utilization. During this period, the president also allowed the Papuan people to fly the Morning Star flag alongside the Red and White flag, which elicited sharp criticism at the time. This presidential action is considered to have exacerbated the emergence of more complex conflicts that persist to this day. Subsequently, in 2001, a Special Autonomy Law was enacted for Papua Province, aimed at granting Papua the right and authority

to determine its own fate within the framework of regional autonomy. However, this effort has been deemed unsuccessful and has largely stagnated.

The subsequent government policy involved increasing military presence in the West Papua border region, which led to numerous clashes between the Free Papua Organization (OPM) and the Indonesian National Armed Forces (TNI). Throughout 2019, there was significant armed violence between the OPM and TNI, which, despite its initial intent for peacekeeping, resulted in numerous casualties, primarily among civilians, and caused the displacement of the Nduga community. This displacement was a consequence of prolonged operations by the TNI and police forces, aimed at preventing casualties from violence or gunfire. In March 2020, an exchange of gunfire occurred in the Freeport mining area between the OPM and TNI, with one of the casualties being a pastor in Intan Jaya.

The high number of casualties resulting from the Papua conflict seems to press the government to provide effective and swift solutions, as the victims include not only civilians and conflict actors but also soldiers who have lost their lives in the effort to maintain national security. The ongoing unresolved conflict in Papua should serve as a guide and evaluation for current and future national leaders to nurture and develop their strategic leadership competencies. Establishing standards for strategic leadership competencies can be oriented towards knowledge, attitudes, and both soft and hard skills. In terms of skills, there are six competency groups required: the ability to plan and implement, the ability to serve, the ability to lead, the ability to manage, the ability to think critically, and the ability to exhibit maturity.

Strategic Leadership Guidelines in Organizational Culture for Resolving the Papua Conflict

The historical sequence of the Papua conflict illustrates how national leaders' policies have impacted the state of the conflict. The ability to manage such conflicts within a non-national scope can be learned through strategic leadership within organizational culture. Pearce and Robinson (2005) state that a good leader has the task of painting a strategic vision for the future to set high work expectations. According to Chapman (2004), this aims to ensure that everyone within the organization understands and comprehends the strategy, particularly how their individual efforts contribute to the overall delivery. As a formal procedure based on information, strategic organizational control is used by managers to maintain or alter organizational activity patterns. Organizational control is a crucial component in the strategy implementation process, and organizational leaders help ensure that the organization achieves the desired outcomes.

Similarly, a sovereign state, as an organization, has a government as its leadership, which possesses the attributes and functions necessary to regulate the state and is accountable for what it governs. To ensure that citizens can live in an orderly, secure, and peaceful manner with fair and consistent law enforcement, this must be realized through the exercise of power or governance. In situations of latent conflict or crises, there is a need for human resources, particularly in national leadership that is strategically knowledgeable, committed, and competent within the framework of nationalism.

In addressing and managing conflicts, certain protocols or laws of war have been established and agreed upon, specifically International Humanitarian Law (IHL). This legal framework is outlined in the Geneva Conventions and the Hague Law. IHL covers regulations related to both international and domestic armed conflicts. Its primary focus is to provide protection for parties involved in conflicts, including combatants, other actors, and civilians. Additionally, this law governs the use of weapons and methods permitted by the main parties involved in the conflict. In this context, the conflict in Papua can be categorized and analyzed from the perspective of non-international armed conflict regulations.

There are significant challenges and difficulties in devising effective strategies to address security issues in Papua, aiming to halt acts of violence whose perpetrators and motives remain

unclear. The book *Papua Road Map*, published in 2009, outlines the root causes of the Papua issue as follows:

- a. Marginalization, discrimination, and inadequate recognition of Papua's contributions and services to Indonesia.
- b. The suboptimal development of infrastructure in Papua, as well as issues related to health, education, economic empowerment for the population, and the low involvement of indigenous Papuans in economic activities.
- c. The incomplete process of political, economic, and socio-cultural integration.
- d. The ongoing and escalating cycle of political violence that remains unaddressed.
- e. The unresolved human rights violations, particularly the cases in Wamena, Wasior, and Paniai.

It can be analyzed that the resolution of the conflict in Papua, from the era of the Old Order regime to the Reform era, indicates that the government has yet to find a solution that demonstrates significant effectiveness, given the deep-rooted nature of the conflict. Therefore, the government is urged to employ new strategies and approaches to resolve this conflict in a way that accommodates the aspirations of all involved parties. It is hoped that these new approaches will eventually lead to peace, justice, and equality in Papua. Just as leaders in an organization function to guide the organization with strategic plans to achieve its vision and mission, so too must national leaders be competent in maintaining the integrity of the state as a sovereign power organization.

CONCLUSION

In general, national leaders play a crucial role in influencing society and executing development through designed policies. National leaders must possess deep strategic leadership competencies to understand the various critical aspects of the country, as every decision made can significantly impact the lives of citizens and national security. The conflict occurring in Papua, with its complex and lengthy roots, reflects the challenges faced by national leaders. This issue began with the decolonization process conducted by the Dutch during the Old Order era, followed by President Suharto's quasi-repressive policies during the New Order era. Subsequently, during the Reform era, various elected presidents, including B.J. Habibie, Abdurrahman Wahid, Megawati Sukarnoputri, Susilo Bambang Yudhoyono, and Joko Widodo, adopted a humanistic-persuasive approach to address the Papua conflict.

The ability to manage the Papua conflict, particularly within a non-national context, can be learned through strategic leadership within organizational culture. Strategic control, as a formal procedure based on information, is used by managers to maintain or alter organizational activity patterns. Organizational control is a crucial element in strategy implementation, and organizational leaders play a key role in ensuring that the organization achieves its desired outcomes. Therefore, to effectively address the Papua conflict, a comprehensive approach is required, encompassing a deep understanding of the various factors influencing the situation. Strategic leadership must be applied thoroughly to create sustainable solutions that accommodate diverse aspirations. With the right and outcome-oriented approach, it is hoped that the Papua conflict can be resolved in a manner that brings peace, justice, and equality to all parties involved.

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