



# Implementation of Social Conflict Management in Puncak Jaya Regency

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## Abstract

Puncak Jaya Regency is one of the regencies in Central Papua Province. Since its formation in 1996, Puncak Jaya Regency was hit by various problems and social conflicts that have occurred to this day. The conflicts that occurred were mainly related to the issue of independence, war between tribes/community groups and human rights violations. This study aims to: 1). Describe and analyze the Implementation of Puncak Jaya Regency Regional Regulation Number 5 of 2022 concerning Handling of Social Conflicts, 2). Describe and explain the factors that influence the implementation of Puncak Jaya Regency Regional Regulation concerning Handling of Social Conflicts, and 3). Know and describe and explain the efforts made by the local government in resolving social conflicts that occurred in Puncak Jaya Regency. The approach to this research is a qualitative approach with the research method being a qualitative descriptive research method. Based on the results of the study, it shows that: 1). The implementation of Puncak Jaya Regency Regional Regulation Number 5 of 2022 concerning Handling of Social Conflicts, it can be concluded that the regional regulations have not been implemented well, are not yet effective and are not yet optimal. This can be seen from the aspects of policy standards and targets, resource aspects, inter-organizational communication aspects, implementing agent characteristics aspects, social, political and economic conditions aspects and aspects of the disposition of tendencies and attitudes of implementing agents have all gone well, although still not optimal 2). Factors that influence the implementation of Puncak Jaya Regency Regional Regulation Number 5 of 2022 concerning Handling of Social Conflicts are the contents of the policy which are still poorly understood by the community, lack of socialization and information, the division of potential which is still unclear and detailed as well as community economic factors, political factors of the Pilkada and also cultural factors 3). Efforts made by the Regional Government in dealing with social conflicts that are still occurring, include: maintaining peaceful conditions in society, developing peaceful dispute resolution, reducing potential conflicts, building and developing early warning systems, conducting outreach to the community and related institutions and increasing the number of security personnel.

**Keywords:** Policy Implementation, Handling, Social Conflict, Puncak Jaya Regency

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## 1. Introduction

Papua is one of the provinces located in the easternmost part of Indonesia. Papua currently has six (6) provinces with four (4) provinces called New Autonomous Regions (DOB) and two (2) permanent provinces. The four DOBs are Southwest Papua province, Central Papua province, Mountainous Papua province and South Papua province, which were officially ratified in the 26th plenary meeting of the House of Representatives on November 17, 2022. According to Ester Zonggonau (2023), the formation of this DOB aims to process the government in providing services to a more massive and better public in order to build a better

Papua (Ahmadin, 2017; Aituru et al, 2019; Mana et al, 2014; Pratiwi et al, 2021; Hendrik et al, 2024).

The Papua region has a wealth of natural resources, a good climate, and biodiversity. The condition of Papua's natural wealth seems inversely proportional, when we talk about social conditions in the Papua region in recent decades. Since 1963 when Indonesia took over Papua as part of the Indonesian state, a number of conflicts have occurred which then have an impact on social and political life in Papua, including in Puncak Jaya district. According to Faggidae (2016), cited by Robert Hendrik and Enda Ratna Sonya, these social conflicts are related to issues of independence, discrimination and human rights violations. Other social problems found in Papua are social inequalities that include the economy, education, health, territory and exploitation of natural resources.

Puncak Jaya Regency is one of the regencies in Central Papua province. Since its establishment in 1996, Puncak Jaya district has been plagued by various problems and social conflicts that have occurred to this day. The conflicts that occurred were mainly related to the issue of independence, wars between tribes/community groups and human rights violations. Regarding the issue of independence, Puncak Jaya district is even known as the nest / headquarters of Armed Separatist Criminal Groups (KKSB) such as the Free Papua Organization (OPM), which is not only known by the central government but within Papua itself Puncak Jaya district is known as one of the OPM places / headquarters.

Conflicts and wars between community groups and between tribes are often triggered by differences in political choices, victims of previous conflicts, payment of unresolved customary fines, payment of unfinished dowries in marriage ceremonies or in cases of infidelity. Another cause of conflict that often occurs is related to human rights violations that are often committed by unscrupulous TNI / POLRI officers.

Some cases of conflict that have occurred include the following:

- 1) A case of warfare and conflict between the lower community (the community in Kalome district and its surroundings) and the upper community (the community in Ilu district and its surroundings). This warfare lasted from the end of 2017 until mid-2018. The cause of the conflicts and wars was political, resulting from the change of village heads in Ilu district, Taganombak district, Kalome district, Yamoneri district, Waegi district, Wonwi district, Nioga district, Gubume district, Nume district and Torere district. The war has had a widespread impact and involved communities in the surrounding ten (10) districts. The impact of this war has disrupted community activities, paralyzed economic activities around the conflict area and even affected the capital city of Mulia, because the supply of basic necessities and other needs carried out by entrepreneurs in Puncak Jaya district from the city of Wamena cannot be distributed because the war is still continuing and road access is impassable. As a result, the supply of basic necessities and other needs in Puncak Jaya district began to decrease and could not meet the needs of the people in Puncak Jaya district. As a result of the reduction in basic necessities and daily needs, there were cases of theft everywhere, cases of extortion and stabbing of migrants, both migrants around the conflict area and migrants in the capital city of Mulia. Seeing the impact of the widespread war that paralyzed economic activities, as well as the development process that could not run and local government services to the community could not be carried out due to the impact of the war, the local government, namely the regent and his staff then

coordinated with the DPRD, TNI and POLRI, community leaders and religious leaders to immediately stop the war that was still going on. The local government, together with the aforementioned parties, took steps to go down to the location of the war to mediate so that the war would stop immediately. The local government, together with TNI/POLRI officials, religious leaders, community leaders and youth leaders approached the conflicting parties so that the conflicting parties agreed to stop the war and then sit together to discuss the peace process and the process of paying customary fines due to the war. During the war, twenty (20) people were victimized. The lower community (Kalome district and surrounding areas) suffered twelve (12) casualties, of which five (5) people died, four (4) people were seriously injured and had to be referred to Jayapura, and three (3) people suffered minor injuries. Meanwhile, the upper community (Ilu district and its surroundings) suffered eight (8) victims, of which five (5) people died, one (1) person was seriously injured, and two (2) people suffered minor injuries. In addition to casualties, there were also property casualties, where during the war there were burnings of residents' houses and a total of seven (7) houses were burned during the war. This was heard directly by researchers during the mediation event because researchers were present at the mediation event. During negotiations and mediation by both sides of the conflict, representatives from both sides reported the number of victims and at the same time conveyed their respective demands. The resolution process of this conflict, including the peace ceremony and the payment of customary fines, was only carried out in September 2021. During the peace ceremony and the payment of fines, the local government made a donation of Rp.5,000,000,000 (five billion rupiah), the local parliament made a donation of Rp.2,000,000,000 (two billion rupiah), donations from the entire community present at the peace ceremony amounted to Rp.2,000,000,000 (two billion rupiah), while from the two conflicting parties it amounted to Rp.5,000,000,000 (five billion rupiah). Thus the total funds collected amounted to Rp.14,000,000,000,- (fourteen billion rupiah). The total funds were then divided into two, namely to the lower party given a customary fine of Rp.7,000,000,000, - (seven billion rupiah) and the upper party of Rp.7,000,000,000, - (seven billion rupiah). The amount of customary fines/compensation is the same because both parties are equally victimized and the payment of customary fines and the amount has been agreed upon by both parties. The two conflicting parties then signed the minutes (BA) of the peace agreement represented by five (5) people from each party, and the signing was witnessed by the local government, TNI and POLRI, religious leaders, community leaders, youth leaders and the entire community who were present. The peace ceremony and payment of customary fines were held at the independent field in the Ilu district of Puncak Jaya Regency on September 7, 2021.

Seeing the phenomena and social conflicts that have occurred in Puncak Jaya district so far, it seems to have changed people's perspectives and thoughts regarding the performance of the local government and TNI / POLRI officers in Puncak Jaya to deal with problems in Puncak Jaya district. The community began to question every decision of the central government and local government in finding solutions to solve these problems, but instead created other new problems. Many humanitarian activists in Indonesia have perceptions of conflict and social problems in Puncak Jaya district, one of which is that the implementation

of central government policies that are passed on by the local government to the Puncak Jaya community is unfair and unequal. For example, in an effort to resolve and eradicate TPNPB/OPM, the central government uses a military approach which is then approved by the local government. In reality, the military approach in resolving conflicts in Puncak Jaya often creates other new problems. The central government and local governments should involve and pay attention to the aspirations of the community in every decision-making process, especially decisions related to resolving social conflicts.

The Regional Government of Puncak Jaya Regency realizes that a safe, orderly, peaceful and peaceful way of life in Puncak Jaya Regency is the need and human rights of every citizen, as well as the basic capital for national development in the region. In addition, that the situation of security, peace, order and peace in the Puncak Jaya Regency needs to be maintained as a form of responsibility and mandatory affairs of the Regional Government. Then that social conflicts that often occur in Puncak Jaya Regency have resulted in disruption of security, order, peace and the smooth implementation of national development in the region. In order to prevent, handle and resolve various social conflicts that have occurred so far, the local government of Puncak Jaya Regency stipulates and ratifies the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict. This Regional Regulation is the legal basis and steps as well as a more persuasive and humanist approach of the local government in handling social problems and conflicts in Puncak Jaya district.

In this regional regulation, it is explained that what is meant by social conflict, hereinafter referred to as conflict, is a feud and / or violent physical conflict between two or more community groups that lasts for a certain time and has a wide impact which results in insecurity and social disintegration so as to disrupt regional stability and hinder national development in the region. The scope of conflict handling in this regional regulation includes conflict prevention, conflict termination and resolution, post-conflict recovery, conflict handling integrated teams, compensation fines, funding and community participation.

Based on the explanation of social conflict as referred to in the regional regulation above, the social conflict referred to here is a conflict between two or more community groups. At first glance, it can be understood that the social conflict in question does not include conflicts with the Armed Separatist Criminal Group (KKSBB)/Organization of Free Papua (OPM), because the conflict is seen as a political conflict, whose resolution requires central government intervention. Nevertheless, the OPM movement often triggers social conflicts, especially between indigenous Papuans and tribal communities (migrants).

The local regulation on handling social conflicts also regulates the qualification of the amount of customary fines in resolving social conflicts. This needs to be regulated because the payment of customary fines in resolving social conflicts that have occurred so far is considered very large and very burdensome for the community, even though it has sometimes been agreed between the two parties, namely the perpetrator and the victim. However, the local government views that this needs to be regulated because the amount of customary fines carried out so far has a very large value, namely billions of rupiah, while with the level of community income which is still very low and the livelihoods / occupations of the Puncak Jaya community, the majority of farmers and ranchers, of course the value of customary fines is certainly very burdensome for the community. For approximately two years this regional regulation has been implemented, conflicts and social problems still occur. Based on several

facts of conflicts that occurred after the implementation of the local regulation above, the researcher is interested in examining the analysis of the implementation of social conflict handling in Puncak Jaya district, why there are still many social conflicts and what factors influence the implementation of the local regulation and what efforts are made to deal with social conflicts that still occur. In connection with the description of the background of the problem above, the author is interested in conducting research with the title: Analysis of the Implementation of Social Conflict Handling in the Regency.

## 2. Methods

Qualitative research is data collection in a scientific setting using scientific methods and is carried out by scientifically interested people or researchers. Meanwhile, according to Bogdan and Taylor in Moleong's book, qualitative methods are research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior. The main purpose of qualitative research is to understand social phenomena or symptoms by providing exposure in the form of a clear description of these social phenomena or symptoms in the form of a series of words which will ultimately produce a theory. Qualitative research is used if the problem is not yet clear, to find out hidden meanings, to understand social interactions, to develop theories, to ensure the truth of the data and to research the history of development (Afrizal, 2014). Given that this research aims to understand and interpret various phenomena that exist or occur in reality as a characteristic of qualitative research, in this case how the implementation of the Puncak Jaya district regulation on handling social conflicts, the researchers used descriptive qualitative research methods. This research focuses on the implementation of the regional regulation of Puncak Jaya district number 5 of 2022 concerning the handling of social conflicts, the factors that influence the implementation of the regional regulation of Puncak Jaya district number 5 of 2022 concerning the handling of social conflicts, and the efforts made in handling social conflicts in Puncak Jaya district.

In this research Qualitative Variables there are variables that cannot be classified. The value of qualitative variables is not a number, but a mutually exclusive category. According to Cutheon, in Ary (2002), as cited by Salladien, in qualitative research, qualitative researchers try to interpret human actions, institutions, events, habits and so on and then make a construct a reading or description of what is being studied. The main purpose of qualitative research is to describe complex patterns about what is being studied in an in-depth and detailed study so that someone who is not experienced can know. If qualitative researchers interpret or explain events, actions, and so on. The types of interpretation are as follows: (1) construct patterns through analysis and synthesis of the main parts, (2) interpret the social meaning of events, and (3) analyze the relationship between events and external factors. The phenomena observed in this study are the implementation of social conflict handling policies (policy standards and objectives, resources, inter-organizational relations, characteristics of implementing agents, social, political and economic conditions, and implementor disposition), factors that hinder policy implementation (policy content, information, potential sharing support), and efforts made in handling social conflicts that still occur in Puncak Jaya district.

The types and sources of data used in this research are resource persons from local government elements, DPRD elements, tribal heads, religious shops, youth shops and several communities related to events or activities that occur in efforts to handle and resolve social

conflicts in Puncak Jaya Regency based on documents in the form of recordings or written documents, such as archives, databases, letters, recordings, or pictures of relics related to an event. Qualitative research instruments have a natural setting as a direct source of data, and researchers are placed as key instruments as the main data collection tool. In qualitative research, what is tested is data obtained from informant sources. The informants in this study are the Regional Government, religious leaders, community leaders / tribal heads, 3 people, and youth leaders.

The data collection technique used in this research is a combination of several techniques, namely interviews, observation, documentation studies, and literature studies. The procedure in analyzing qualitative data, according to Miles and Huberman (1984) in Sugiyono (2008: 91-99) is that the researcher's data collection is carried out by studying documentation, reducing data means summarizing, after the data is reduced, the next step is to display the data, the final step in qualitative data analysis is drawing conclusions and verification.

### **3. Results and Discussion**

#### **3.1. Implementation of Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Social Conflict Handling**

To see the description and analyze the Implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict, researchers use indicators submitted by Van Meter and Van Horn in Subarsono (2022: 99), there are variables that affect implementation performance, namely; (1) policy standards and objectives, (2) resources, (3) inter-organizational communication and strengthening activities, (4) characteristics of implementing agents, (5) social, political and economic conditions, and (6) implementor disposition.

##### **1) *Policy Standards and Objectives***

Job Policy standards and objectives are elements that will affect the implementation process, because the lack of clarity of these standards and objectives can make it difficult for implementers to understand and can lead to different dispositions (the tendency of implementers to implement policies) among the various actors participating in the implementation process. This situation will ultimately hinder the smooth and effective implementation of the policy. Every public policy must set appropriate standards and objectives and must be consistently articulated clearly in each program to be implemented. Therefore, clear standards and objectives will facilitate the implementation of the program by those who implement it. Failure often occurs when standards and objectives are less clear, which will indirectly affect implementation trends through inter-organizational communication factors and implementation actions.

The standards and objectives of conflict management policies in Puncak Jaya Regency refer to the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict and the Regent of Puncak Jaya Regulation Number 23 of 2022 concerning Integrated Action Plan for Handling Social Conflict. By taking the policy that "Development of national integration is an effort made by the government together with the community to create a conducive climate" The implementation of Social Conflict Management in Puncak Jaya Regency is fully implemented by the Regional Government



which includes Kesbangpol, the Health Office, the TNI-Polri and also all stakeholders from community leaders, traditional leaders, religious leaders, youth leaders and village governments as well as heads and district officials in Puncak Jaya Regency.

Policy standards and objectives are crucial elements in the implementation of public policy, because lack of clarity in the formulation of both can lead to multiple interpretations among implementers and beneficiaries. In the context of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022, although the standards and objectives have been clearly outlined in the document, their implementation is hampered by differences in interpretation influenced by low levels of education, strong local culture, and lack of policy socialization. Van Meter and Van Horn's theory emphasizes that policy standards must be specific, measurable, and can be communicated consistently so that goals can be achieved (Subarsono, 2022). In Puncak Jaya, the gap between written legal norms and customary practices shows that the clarity of the policy text does not necessarily guarantee conformity in the field, especially if it is not accompanied by a cultural adaptation strategy. This condition is in line with the opinion of Edwards III (1980) which states that failure to bridge the socio-cultural context will reduce the effectiveness of policy implementation.

The target of this Perda policy is directed at the entire Puncak Jaya community with the aim of preventing, handling, and restoring the impact of social conflict through a peaceful approach, including a mechanism for paying customary fines that have been regulated in nominal terms. However, resistance arose because the amount of customary fines in the Perda was considered inconsistent with local customary practices which set a much higher nominal. This creates a conflict of interest between the government's aim to ease the economic burden of conflict perpetrators and the community's desire to maintain the high value of customary compensation as a form of respect for victims. A study by Nugroho (2017) on the implementation of local wisdom-based policies shows that successful integration of formal and customary law requires intensive negotiation and active community participation from the formulation stage. The absence of this process in Puncak Jaya increases the distance between the formal goals of the policy and its social acceptance.

In addition to the problem of cultural acceptance, the weak implementation of policy standards and targets is also influenced by the inconsistency of local governments in enforcing the rules that have been made. Several cases of post-Perda conflict resolution show that the local government itself does not comply with the nominal provisions of the regulated customary fines, and even participates in paying fines in the amount of billions of rupiah according to the demands of the victims. This inconsistency strengthens the public perception that local regulations are only symbolic, thus reducing policy legitimacy. According to Grindle (1980), the credibility and commitment of implementers are the main factors for successful implementation; without role models from authority holders, people tend to ignore the rules. This situation shows that the success of local regulations depends not only on normative substance, but also on the discipline of execution by key actors.

Strategically, for policy standards and objectives to be effectively implemented, harmonization between formal legal values and prevailing customary norms is required. Local governments need to expand the socialization of local regulations through effective communication channels, such as traditional leaders, religious leaders, and community forums, as recommended by Parsons' (2005) study on participation-based policies. In

addition, periodic evaluations need to be conducted to measure the extent to which policy objectives are achieved, as well as to adapt implementation strategies to the social and political dynamics in Puncak Jaya. Without these adaptive measures, the Perda risks becoming an ineffective normative document, and social conflicts will continue to recur without a consistent resolution mechanism.

## **2) Resources**

The resource factor plays an important role in policy implementation because no matter how clear and consistent the rules or provisions of a policy are, if the agents responsible for policy implementation do not have the necessary resources to implement the policy effectively, then the results will not be optimal. These policy resources must be accessible to accelerate policy implementation. These resources include additional incentive support that can help implement a policy.

Inadequate or limited financial resources or incentives for policy implementation contribute significantly to weaknesses in policy implementation. According to this assertion, policies can be implemented with adequate resources that create motivation for policy implementers to perform activities efficiently. Policies that have a degree of physical and political feasibility may not be able to achieve the expected goals. The reasons may be due to too short duration, inadequate facilities and infrastructure, inadequate financial resources, and lack of skilled and qualified personnel. Resources that can be accessed to implement conflict management consist of Human Resources (HR), authority, and facilities and infrastructure.

The resource aspect is one of the key factors in the successful implementation of public policies, including in handling social conflicts in Puncak Jaya Regency. Based on the research findings, the number of implementing personnel in the field is adequate, and most are of good quality, but their involvement is often hampered by cultural factors and social closeness to the conflicting parties. This phenomenon is in line with Grindle's (2017) view, which emphasizes that the availability of skilled human resources does not automatically guarantee policy success if there is significant socio-cultural resistance. In Puncak Jaya, the involvement of officials is often influenced by kinship or customary closeness so that neutrality is difficult to maintain. This shows that the quality of human resources must be accompanied by strengthening the capacity of professional ethics and understanding of positive law in order to balance the dominant customary norms.

In addition to human resources, the aspect of authority is also an important element that affects the effectiveness of the local regulation implementation. Although Perda No. 5 Year 2022 has regulated the establishment of an Integrated Conflict Management Team (TPPK), its implementation is constrained because the Regent Decree on the composition of the team has not yet been issued. This has resulted in each implementing unit, such as the local government, military and police, tending to wait for instructions and avoiding independent initiatives in the field. As stated by Sabatier and Mazmanian (1980), clarity of formal authority and a clear division of tasks are prerequisites in avoiding overlap and operational confusion. This lack of clarity in Puncak Jaya means that responses to conflict are often reactive rather than preventive, increasing the potential for conflict escalation.

In terms of facilities and infrastructure, the local government claims to have prepared supporting facilities for the implementation of local regulations, but the effectiveness of their use is still low. This can be seen from the absence of a clear coordination mechanism



and the lack of sustainable socialization efforts to the community regarding the content and benefits of the local regulation. According to Van Meter and Van Horn's (1975) policy implementation theory, successful implementation is influenced by the availability of adequate facilities and their optimal use by implementers. In Puncak Jaya, obstacles arise not in the availability of tools, but in the motivation and awareness of implementers to use these facilities in accordance with policy objectives. Without good coordination, existing physical facilities are underutilized and do not contribute significantly to conflict management.

The analysis of resources in the implementation of this Perda shows that the main problem lies not in the number or availability of resources, but in non-technical factors such as culture, customary norms, and the weak commitment of the bureaucracy to enforce the rules that have been made. This is in line with Lipsky's (1980) findings in the concept of street-level bureaucracy, that lower-level implementers often use personal discretion in implementing policies, especially when these policies conflict with prevailing social norms. In Puncak Jaya, implementers tend to accommodate customary demands even though they conflict with the formal provisions of the local regulation. Therefore, increasing resource capacity needs to be accompanied by a social change strategy and strengthening legal socialization so that policies can be accepted and implemented consistently.

### **3) *Inter-Organizational Relationships***

Coordination and communication are the main mechanisms and conditions in determining the success of policy implementation, especially in conflict management. The better the coordination and communication between the organizations involved, it can be assumed that the mistakes that occur will be smaller. Therefore, policy standards and measures need to be communicated to implementing agents. If different sources of information provide inconsistent interpretations of the policy, this will cause difficulties for the implementing agency. Inter-organizational relations are seen from the extent of the relationship between implementing agents and also their role in policy implementation in this case Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict.

Inter-organizational relations in the context of implementing social conflict handling policies in Puncak Jaya Regency show that formally the relationship between stakeholders such as the local government, TNI / POLRI, religious leaders, and community leaders has been well established, but its implementation in the field is often constrained by the tendency to wait for other parties' initiatives. This phenomenon indicates a weakness in horizontal coordination, which according to Agranoff and McGuire (2001) is often a major obstacle in *collaborative public management*. When a conflict occurs, those with operational authority often wait for direction from the local government, while the local government considers the security forces to be at the forefront of handling. This condition of waiting for each other results in a late response, so that conflict escalation becomes difficult to control. This pattern of relationship indicates that *joint decision-making* and *shared responsibility* mechanisms in inter-organizational governance are not yet optimal.

In addition to coordination issues, inter-organizational relations in the implementation of Perda No. 5 Year 2022 are also influenced by different perspectives on conflict handling priorities. The local government tends to emphasize administrative and procedural aspects in accordance with the local regulation, while the security forces focus more on short-term

security stabilization. According to the *policy implementation network* theory proposed by O'Toole (1997), differences in goals and orientations among actors in the policy network can hinder implementation effectiveness. In the case of Puncak Jaya, this lack of integration of goals led each agency to work in a fragmented manner and only interact intensively when the conflict had reached its peak. As a result, the role of prevention, which should be the main focus, is often ignored, and handling efforts are only carried out when the escalation is already high.

Inadequately structured inter-organizational communication is another factor that weakens cooperative relationships. Although personal relationships between officials and local leaders are harmonious, there is no integrated communication system that allows for the rapid, accurate and coordinated dissemination of information in times of crisis. This is in line with Robbins and Judge's (2017) finding that ineffective communication in cross-sector organizations has the potential to lead to *misinterpretation of policies*, which in turn triggers disagreements over actions in the field. In Puncak Jaya, the absence of a mutually agreed crisis communication protocol meant that decision-making was ad-hoc and dependent on individual initiative rather than an established system. This reduced the speed of the initial response, which is crucial in preventing the conflict from escalating.

Relationships between organizations are also strongly influenced by the level of *trust* between the actors involved. This trust is not only related to the integrity of individuals, but also to the credibility of institutions in carrying out collective agreements. According to Ansell and Gash (2008) in the *collaborative governance* model, low trust will trigger defensive behavior and slow down collaboration, especially in conflict-prone environments. The case in Puncak Jaya shows that although personal relationships are relatively good, there are still doubts among actors about the consistency of local regulation implementation, especially because the local government itself often does not consistently follow the rules made. This weakens the legitimacy of the local regulation and demotivates other parties to proactively cooperate within the policy framework.

### **1) Characteristics of Implementing Agents**

Staff competence and support from implementing agents in the implementation of a policy is one of the specific elements, ranging from attitudes and character affecting the success of a policy implementation. Successful policy implementation requires mechanisms and procedures for institutions, forums and organizations, this will encourage the possibility of high-ranking officials (superiors) to motivate subordinates to act in a way that is consistent with the basic measures of the policy, besides that the scope or area of policy implementation needs to be taken into account when determining the implementing agent, the wider the scope of implementation, the greater the agents that will be involved.

The main implementing organizations in the implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict are forums that have been formed which are protected and facilitated by the Regional Government and fostered by the National and Political Unity of several agencies and agencies, which play an important role and coordinate with each other in implementing policies to overcome conflicts. The characteristics of the implementers are seen from how the SOP is implemented by the implementing agents and how the coordination of the implementing agents in handling social conflicts that occur.

The characteristics of implementing agents in policy implementation refer to the quality, capacity, and integrity of the parties responsible for running the program according to predetermined goals. According to Edwards III (1980), the ability of implementers greatly affects policy effectiveness because they are the ones who translate normative goals into concrete actions in the field. Factors such as technical knowledge, administrative skills, and field experience determine the success of implementation. If implementing agents have high competence, technical barriers can be minimized, so that policies can be implemented consistently. In addition, the clarity of the division of roles and responsibilities also helps prevent overlap and speeds up the implementation process.

The integrity and moral commitment of implementing agents is an important dimension that is often emphasized in the public policy literature. Lipsky (1980) underlines that street-level bureaucrats often face ethical dilemmas when implementing policies, so honesty and personal responsibility are important assets. Implementing agents who uphold ethical values will be better able to maintain transparency and accountability in the implementation process. When integrity is maintained, public trust in government programs increases, which in turn strengthens the legitimacy of the policy. Therefore, recruitment processes and internal controls need to be designed to ensure that these ethical standards are always met.

In addition to competence and integrity, work motivation is also one of the determinants of the success of implementing agents. According to Herzberg's (1966) motivation theory, intrinsic factors such as a sense of achievement, recognition, and responsibility can encourage higher performance than purely extrinsic factors. In the context of policy implementation, implementing agents who have high intrinsic motivation tend to be more proactive and take the initiative to find solutions to obstacles in the field. A supportive work environment, rewards for achievement, and opportunities for self-development can strengthen this motivation. Thus, policies that are accompanied by strategies to manage the motivation of implementing agents will have a greater chance of success.

Coordination between implementing agents and between implementers and other stakeholders greatly affects the success of implementation. Van Meter and Van Horn (1975) assert that effective coordination can reduce conflict, avoid redundancy, and speed up the flow of important information. Implementing agents who are able to build strong communication networks with related agencies will find it easier to harmonize operational steps. In complex situations, adaptability and cross-sector cooperation are a significant plus. Therefore, communication and collaboration management training should be an integral part of strengthening the capacity of implementing agents.

### ***5) Social, Political and Economic Conditions***

In the implementation of the external environment, namely the economic, social and political environment, it greatly encourages the success of a policy implementation because an environment that is not conducive greatly affects the success of policy implementation, for this reason, so that the policy can be implemented properly, the policy must be: Designed with a strong theoretical frame of reference, a clear correlation is drawn up between the policy and its correlation, it is determined that there is an organization that coordinates the implementation of the policy so that the implementation process can run well, socialization of policies to be implemented to the lower level implementing organizations (street level bureaucracy), continuous monitoring is carried out (monitoring)

Given the same weight of importance between policy and implementation, which means that policy makers must assess policies as important as between policy and implementation. Therefore, the making of the framework and its follow-up receive the same attention and focus, so that between the policy and its implementation there is no accident that complicates its implementation.

Social conditions in Puncak Jaya Regency are characterized by the complexity of inter-tribal relations, cultural tensions, and conflict resolution practices that are still strongly influenced by adat, including the payment of customary fines which are often very high. These social factors are further complicated by low levels of education and the lack of socialization of local government policies, such as Perda No. 5 of 2022, which leads to multiple interpretations and low community compliance with formal rules. According to Fanggidae (2016), social inequality in Papua is also exacerbated by structural discrimination rooted in Papua's political history after integration into Indonesia. As a result, when social conflicts occur, resolution often relies on traditional mechanisms without guiding the existing legal framework, thus encouraging the recurrence of cycles of violence. This reality shows that without effective socialization and legal education strategies, formal policies will be difficult to internalize by local communities.

From a political perspective, Puncak Jaya is one of the most sensitive areas because it is the base of the movement of armed separatist groups such as the Free Papua Organization (OPM). Local political dynamics also often trigger conflict, both through the struggle for the position of village head and tensions during regional head elections (Pilkada). As stated by Widjojo et al. (2010), politics in Papua is often patrimonial, where group interests and kinship networks are more dominant than formal democratic mechanisms. This causes government policies, including those aimed at reducing conflict, to be politicized or perceived as an effort to strengthen state control. The tendency of security forces to wait for instructions from regional leaders before acting, as noted in this study, slows down responses to conflict and can increase the escalation of violence. Such a political situation calls for reform of inter-agency coordination to ensure a rapid and concerted response.

Economically, the people of Puncak Jaya are predominantly farmers and ranchers with low income levels, which makes them vulnerable to conflict-induced shocks. Inter-tribal warfare or the blocking of major roads, such as the one on the Wamena-Puncak Jaya route, disrupts the distribution of basic food and goods, leading to local inflation and increased crime. According to Sugandi (2008), armed conflict in Papua often has significant "economic costs", both direct in the form of infrastructure damage and indirect in the form of lost economic opportunities. The policy of regulating the amount of customary fines in Perda No. 5 Year 2022 is actually intended to reduce the economic burden on the community, but in practice it is often ignored, as customary demands far exceed the regulated limits. Without consistent law enforcement and economic alternatives, communities will continue to be financially burdened.

The interaction between social, political and economic factors in Puncak Jaya forms a mutually reinforcing cycle of problems. A local culture that prioritizes customary mechanisms without effective integration into the formal legal framework makes it difficult for public policy to work. Meanwhile, political dynamics laden with group interests hamper coordination between stakeholders, and at the same time, the community's weak economic

resilience increases their vulnerability to the impact of conflict. As argued by Galtung (1969) in his theory of structural violence, these conditions reflect the existence of systemic barriers that maintain poverty, inequality and violence. Thus, efforts to address conflict in Puncak Jaya require a cross-sectoral approach that combines legal education, local political reform, and community-based economic strengthening.

### **6) Implementor Disposition**

The attitude of acceptance or rejection of the implementing agent will greatly affect the performance of policy implementation. This is very likely to happen if the policy is not in accordance with the formulation of the local community who fully understands the problems and problems they feel or vice versa because the policy is more top-down. There are three kinds of response elements that can affect the willingness and ability of a policy, namely (1). Knowledge (Cognition) understanding and deepening of the policy, (2). The direction of their response, whether accepting, neutral or rejecting, (3). The intensity of their response to the policy.

Knowledge, understanding and attitudes of the implementing agents of conflict management policies in Puncak Jaya Regency are very important in the context of implementing the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict and Regent of Puncak Jaya Regulation Number 23 of 2022 concerning Integrated Action Plan for Handling Social Conflict, whether in accordance with the established policy measures and objectives.

The policy implementer's understanding of the general objectives and basic measures is very important. Successful policy implementation must be followed by an awareness of the policy as a whole. This means that the failure of a policy implementation is often caused by the implementers' disobedience to the policy under these conditions that the individual holds the role. In the context of knowledge and understanding, the relevant agencies have understood the size and basis of the policy.

Implementor disposition refers to the attitude, commitment, and integrity of policy implementing actors in implementing certain programs or regulations. George C. Edwards III (1980) asserts that even if the policy is well designed, its implementation can be hampered if the implementor has an unsupportive or less enthusiastic attitude. These dispositional factors include willingness to understand policy objectives, a sense of ownership of the process, and motivation to work according to the mandate. Implementors who have a positive attitude will try to find solutions to field obstacles, while implementors with negative dispositions tend to ignore technical details or necessary procedures. Therefore, successful implementation depends not only on the availability of resources, but also on the extent to which implementers' dispositions are aligned with policy objectives.

Implementor disposition can be influenced by perceptions of policy benefits, clarity of instructions, and a sense of belief in the legitimacy of the policy. Lipsky (1980) in the concept of *street-level bureaucracy* highlights that implementors at the field level often use their discretion to interpret policies, so their personal attitudes and values will greatly influence the final result. If the policy is perceived to be beneficial to the community and does not conflict with their values, implementers will implement it earnestly. However, if there are negative perceptions or value conflicts, implementors may show passive resistance such as slowing down the process or ignoring instructions. Thus, disposition is a strategic element that policy makers need to understand.

In the context of local government, implementor disposition is often closely related to local leadership, bureaucratic culture, and local political dynamics. According to Agustino (2016), implementors' loyalty to certain leaders or political groups can affect their neutrality in implementing policies. When implementors put political interests above the public interest, their disposition can lead to practices that are not in line with the original objectives of the policy. On the contrary, if implementers instill integrity, accountability, and public service orientation, policies will be effective despite resource constraints. This confirms that fostering implementor attitudes and commitment is a crucial part of the implementation strategy.

Strengthening the disposition of implementers requires systematic interventions such as training, fostering work ethics, and performance-based incentive mechanisms. Research by Sabatier and Mazmanian (1983) shows that training programs that emphasize a deep understanding of policy objectives and their impact on society can increase the positive attitude of implementers. In addition, measurable and fair incentives can strengthen the motivation of policy implementers to work optimally. A transparent monitoring mechanism is also needed to prevent dispositional deviations due to personal interests or political pressure. Thus, building a good implementor disposition is not only a technical issue, but also managerial and ethical.

### **3.2. Factors Affecting the Implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Social Conflict Handling**

Factors that influence the implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict, including factors that become obstacles. This is as stated by Sunggono (1994: 149-153), policy implementation has several inhibiting factors, namely:

#### ***1) Policy content***

Sunggono, (1994: 149) explains that the unclear content of a policy can cause the failure of the implementation of a policy, meaning that the objectives are not detailed enough. The policy content of Perda No. 5 Year 2022 is considered to have contained clear standards, targets and procedures for handling social conflicts, including the regulation of the amount of customary fines that are expected to ease the burden on the community. However, this substance raises resistance because it is considered contrary to long-standing local customary norms, especially on the aspect of compensation for casualties, which in local tribal cultural practices reaches billions of rupiah. This is in line with the view of Edwards III (1980) who asserts that the incompatibility of policy content with local values will weaken the legitimacy and commitment of implementers in the field. The lack of community involvement in policy formulation also exacerbates the understanding gap, making it difficult for written rules to be used as a reference in actual conflict resolution. As a result, policies that normatively aim to minimize escalation are often ignored in dispute resolution practices.

In addition, the limited socialization of policy content to the community is a significant obstacle, where the majority of residents do not even know the existence of the local regulation or understand the details of its regulation. According to Van Meter & Van Horn's (1975) policy implementation theory, the clarity of policy content must be followed by an



effective communication strategy so that policy messages can be received and internalized by the target parties. In the context of Puncak Jaya, weak information dissemination leads to differences in interpretation among implementing actors, even at the local government level itself, which in turn reduces implementation consistency. The lack of recognition of the authority of local regulations among indigenous peoples emphasizes the importance of adjusting policy substance to local wisdom, so that formal rules can be accepted as legitimate and effective conflict resolution instruments. Thus, policy content that is not culturally adaptive and not well communicated is a key factor that hinders the effectiveness of this Perda.

## **2) Information**

Public policy implementation assumes that the role holders directly involved have the necessary or relevant information to play their roles well. This information may not be available, for example due to communication breakdowns. The availability, accuracy and affordability of information is one of the key factors in the effectiveness of public policy implementation, including the handling of social conflict in Puncak Jaya Regency. Adequate information allows policy implementation actors to fully understand the substance, procedures, and objectives of the Perda so as to minimize misunderstandings in field implementation. Conversely, fragmented or biased information can result in distorted interpretation of regulations, which in turn slows down or even thwarts policy objectives. According to Edwards III (1980), clear and consistent communication between policymakers and implementers determines the success of implementation. In the context of areas with limited communication access such as Puncak Jaya, an information dissemination strategy that is adaptive to geographical and social conditions is crucial.

In addition, the quality of information disseminated to the community also affects the level of acceptance and support for social conflict management policies. Information must be transparent, relevant and easily understood by various groups of people, including those with low literacy levels. Grindle (1980) emphasizes that policy legitimacy is often built through an effective public communication process, where information serves as a medium for building trust between the government and the community. In areas with cultural diversity and high potential for social friction, well-targeted information can be an instrument of conflict prevention as well as a means of sustainable resolution. Therefore, information distribution planning should consider aspects of local language, cultural norms, and traditional communication channels that are still influential.

## **3) Support**

The implementation of a public policy will be very difficult if there is not enough support for the implementation of the policy. Bambang Sunggono, (1994: 151) states that implementing policies that do not have enough support will cause policies to be difficult to implement. Support is one of the key elements that determine the success of public policy implementation, including in handling social conflicts in Puncak Jaya Regency. Based on the research findings, the lack of support from the community, traditional leaders, religious leaders, and implementing officials has made it difficult for Perda No. 5 of 2022 to be implemented consistently. Although normatively this support has been accommodated through the role of community leaders and the Integrated Conflict Management Team, in reality there are still pros and cons related to the substance of the local regulation, especially regarding the amount of customary fines which are considered contrary to local cultural

practices. This condition is in line with Edwards III's (1980) view that political and social support is an important capital for policy implementers; without legitimacy from the target group, implementation will face resistance. As a result, although institutional structures have been established, the implementation of local regulations is often ignored in conflict resolution, with communities preferring customary mechanisms that they consider culturally valid.

In addition to community support, support from internal stakeholders such as the local government, TNI/POLRI, and customary institutions has also not been optimal in overseeing the implementation of Local Regulation No. 5 of 2022. Agustino's (2020) policy implementation study confirms that support from implementers directly affects policy coordination and consistency in the field. In the context of Puncak Jaya, the practice of "waiting for each other" between institutions during the conflict indicates low operational support, even though the relationship between institutions is formally good. The local government's lack of assertiveness in adhering to its own rules, such as cases where customary fines were paid in excess of the local regulations, weakened public trust in these rules. The lack of socialization of the local regulation also contributes to low support, so this policy has not been able to become the main reference in resolving social conflicts. Thus, without strengthened support from both the community and implementing agencies, the success of this local regulation will continue to face significant obstacles.

#### ***4) Sharing of Potential***

The reasons related to the failure of the implementation of a public policy are also determined by the division of potential among the actors involved in the implementation. In this case, it is related to the differentiation of tasks and authority of the implementing organization.

The organizational structure of the implementor can cause problems if the division of responsibility and authority is not too adjusted to the division of tasks, as well as the lack of clear restrictions. An unclear division of tasks can hinder policy implementation. Because unclear restrictions can affect policy implementers' understanding of the authority and responsibilities that must be carried out.

Another factor that hinders the implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict is that there is still a lack of clarity in the division of potential and authority of each implementing agent, resulting in a miss of communication in the field.

In addition to the inhibiting factors as stated by Sunggono (1994: 149-153), mentioned above, there are also other inhibiting factors based on the findings of researchers in the field from the information of several sources mentioning that other inhibiting factors are:

- 1) The community's limited economic conditions and shortages are also sometimes exploited by fighting or conflict in the hope that there will be a customary fine/payment of the head, where the money can be used by the victim's family to be able to eat and fulfill other life needs.
- 2) Political issues such as local elections also sometimes trigger wars and conflicts between supporters. Election conflicts sometimes create prolonged wars and create insecurity in Puncak Jaya. The election conflict can also cause economic activities to stop because people are afraid to leave the house or are afraid to do activities.
- 3) Cultural factors or habits in the midst of society are also an obstacle. The culture of war and the motto of head for head, tooth for tooth are often the cause of prolonged

conflict, this is even worse when paying fines all the families of the victims must have demanded billions of rupiah in fines while the economic level of the majority of people in Puncak Jaya is still poor.

Based on the results of these interviews, the inhibiting factors in the implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict are policy content that is still poorly understood by the community, lack of socialization and information, the distribution of potential that is still unclear and detailed as well as community economic factors, political factors Pilkada and also cultural factors.

### **3.3.Efforts Made by the Regional Government in Handling Social Conflicts That Still Occur**

The conflict that occurred in Puncak Jaya Regency was caused by several factors, including: political problems, problems of human rights violations, dowry payment problems, infidelity cases and economic disparity problems, especially economic disparities between the archipelago tribe (migrants) and the indigenous people (Orang Asli Papua / OAP) in Puncak Jaya district. Various efforts made by the Puncak Jaya Regency Government in handling social conflicts that occur include:

#### ***1) Maintaining Peaceful Conditions in the Community***

The Regional Government of Puncak Jaya Regency realizes that one of the most important things in order to prevent conflict is to create and maintain peaceful conditions in society. This is in accordance with the provisions stipulated in article 8 letter a of Regional Regulation number 5 of 2022 concerning the handling of social conflicts, namely that conflict prevention can be carried out by maintaining peaceful conditions in society. However, the facts in the field show that until now there are still social conflicts in the midst of society. This shows that efforts to maintain peaceful conditions in society have not been fully carried out properly. Social conflicts that still occur today show that the local government, TNI / POLRI officials, religious leaders, community leaders, youth leaders and all levels of society in Puncak Jaya Regency have not been able to create and maintain peaceful conditions in society.

#### ***2) Developing Peaceful Dispute Resolution***

Efforts to develop peaceful resolution of disputes have not worked well in reality. This can be seen in every social conflict that occurs, there must be a war first before the two conflicting parties agree to take a peaceful path. Social conflicts that occur also often last for several days or even weeks and even months. This fact shows that efforts to develop peaceful settlement of disputes as stipulated in article 8 letter b, have not been fully implemented either by the local government or by the conflicting community.

Based on research and observations made by researchers in the field, researchers found that the reason why peaceful settlement of disputes has not been maximized is because when a conflict occurs, the parties who have the authority and obligation to stop the conflict are still waiting for each other. This means that the authorities, both TNI and POLRI, as well as religious leaders, youth leaders and community leaders, do not want to take steps before there are instructions from regional leaders, in this case the regent of Puncak Jaya. This condition certainly provides an opportunity for the parties to the conflict to continue fighting.

The party authorized to develop peaceful dispute resolution has actually been regulated in local regulation number 5 of 2022, namely the Integrated Conflict Management Team (TTPK) as stated in article 1 number 11, and the TTPK has the duties stated in article 7 of local regulation number 5 of 2022. One of the tasks of the TTPK relating to efforts to develop peaceful resolution of disputes is as mentioned in article 7 letter e which states that "TTPK is tasked with responding quickly and resolving peacefully all problems that have the potential to cause conflict".

The facts on the ground show that this task of the TTPK has not been fully implemented. This can be seen from the slow response of the TTPK when a conflict occurs in the community. However, based on research, the main cause of the TTPK's inability to carry out its duties is that until now the TTPK membership structure, which should be stipulated in the Bupati's decree, does not exist. This has resulted in the local government, TNI/POLRI, religious leaders, community leaders and youth leaders waiting to see who will step in to stop the conflict. Researchers' observations in the field show that so far, if a conflict occurs, all of the above-mentioned parties will wait for the regent's instructions. As a result, conflicts often escalate, causing casualties, as well as disrupting economic activities, public services to the community and disrupting development activities in Puncak Jaya district.

### ***3) Reducing the Potential for Conflict***

One of the efforts made by the local government of Puncak Jaya district in an effort to prevent and handle social conflicts that occur is to reduce the conflict that occurs. Based on observations and research conducted by researchers in the field, it can be said that efforts to reduce the potential for conflict are just a slogan. Because in reality conflicts still occur and every conflict that occurs so far does not only last a few hours or a day. However, conflicts last for days and every conflict that occurs so far always has victims, both casualties (deaths / serious injuries / minor injuries) and property victims.

The Integrated Conflict Management Team (TTPK) has not fully carried out its duties, especially in making prevention efforts through early detection and warning of potential conflicts. However, this is not entirely to be blamed on the TTPK due to the fact that until now the composition of the TTPK membership, which should be stipulated in a Bupati decree, has not yet been established. Therefore, it can be said that efforts to reduce the potential for conflict have not been fully optimized.

### ***4) Building and Developing an Early Warning System***

In addition to the efforts mentioned above, another effort made by the local government of Puncak Jaya district is to build and develop an early warning system. However, this effort has also not been fully effective, because in reality conflicts still occur to this day. This shows that efforts to develop an early warning system for potential conflicts are still not running.

Efforts to build and develop an early detection system can be carried out by means or activities as mentioned in article 13 letters a, b, c and d, where it is said that early detection and early prevention activities include: research and mapping of potential conflict areas and / or conflict areas, submitting information about potential conflicts and conflicts quickly and accurately to regional leadership elements, providing data and information on potential conflicts and considerations in terms of development planning in the region, strengthening and utilizing regional intelligence functions.

The conflicts that still occur to this day show that early detection efforts through the activities mentioned above have not been fully implemented and have not been able to prevent conflicts, which in fact still occur to this day. Early detection and early prevention efforts through research and mapping of potential conflict areas and/or conflict areas are carried out by the district-level TTPK and institutions or agencies that have intelligence functions. This is as stipulated in article 15 paragraph (1) of local regulation number 5 of 2022 concerning the handling of social conflicts. However, as researchers have described in previous explanations, there is no Regent Decree on the composition of the TTPK Team. This is certainly very influential on efforts to conduct early detection, which in turn conflict can occur at any time because early detection efforts cannot be carried out properly and effectively.

### ***5) Organizing socialization to the community and related institutions***

Another effort made by the Regional Government of Puncak Jaya Regency is to socialize to related parties and the community about the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict and the Regent of Puncak Jaya Regulation Number 23 of 2022 concerning the Integrated Action Plan for Handling Social Conflict that has been made and issued by the Puncak Jaya Regency Government.

Since the Regional Regulation on Social Conflict Handling was passed, the Regional Government of Puncak Regency has only conducted socialization related to the regional regulation once. This has led to most of the Puncak Jaya community not knowing about the regulation. The people who know about the local regulation also agree with it, but there are also those who do not agree with the local regulation. so the Regional Government should continue to conduct socialization regularly and periodically so that this local regulation can be known and understood by the entire community so that it can be implemented properly and effectively.

### ***6) Increase the number of TNI and POLRI officers***

Another effort made by the Regional Government of Puncak Jaya Regency in order to prevent and handle social conflict is to increase the number of officers from the TNI and POLRI units. The acting regent of Puncak Jaya coordinated with the Dandim 1714 / PJ and the Puncak Jaya Police Chief to order additional personnel and troops to Kodam XVII- Cenderawasih and the Central Papua Regional Police (Polda), in order to prevent conflict and to increase security in Puncak Jaya Regency.

According to researchers' observations in the field, this effort is quite effective. This is based on the facts in the field, namely that since the efforts to increase troops from both the TNI and POLRI, it has been proven that the conflicts that have occurred can be reduced and prevented. Although conflicts still occur, the intensity of conflicts and wars between tribes has decreased. Thus it can be said that this effort is quite successful in an effort to prevent and handle social conflicts in Puncak Jaya district.

## **4. Conclusion**

Based on the research results in the previous chapter which are based on the Van Meter and Van Horn indicators in Subarsono (2022: 99) used by researchers to find out the Implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict, which includes: policy standards and objectives,

Resources, inter-organizational communication, characteristics of implementing agents, social, political and economic conditions, and implementor disposition, it can be concluded, *firstly*, the Implementation of Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict has generally not gone well. This can be seen from the aspect of policy standards and objectives. In the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict, it has been clearly stated what standards and objectives are in the policy, but in its implementation there are still multiple interpretations and there are still pros and cons to the Regional Regulation. This causes the Regional Regulation on Handling Social Conflict to not be implemented optimally.

Resource aspect. In implementing the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict, the resource aspect, especially human resources, in terms of quantity and quality is good, however, this aspect of human resources is not sufficient and not optimal for handling social conflicts, because in the Regional Regulation on Handling Social Conflict, it is stated that the team authorized to handle social conflicts is the Integrated Team for Handling Social Conflicts, where the composition of the team will then be determined by a Regent Decree (SK). The facts on the ground show that until this research was completed, the Regent's Decree on the composition of the TTPK did not yet exist. This causes the implementation of the Perda on Social Conflict Handling to not run effectively and optimally. Meanwhile, supporting resources such as the availability of facilities and infrastructure, financial resources and time are also available but have not been used optimally and have not been effective in the use of these supporting resources. Resources related to authority, in the Regional Regulation on Social Conflict Handling, the authority of the implementers has been outlined, but because the TTPK structure does not yet exist, when a conflict occurs, the parties who have the authority tend to be passive and must wait for instructions or orders from the regent. This causes a conflict to worsen, and the loss of life and property to increase. Thus it can be concluded that the implementation of Regional Regulation No. 2 of 2022 concerning Social Conflict Handling has not been able to run well.

Aspects of inter-organizational relations. Relationships between organizations such as the local government, TNI/POLRI, religious institutions, youth leaders and community leaders have been well established. However, in the context of the implementation of the Regional Regulation on Social Conflict Management, when a conflict occurs, the organizations referred to above wait for each other to see which institution will move or take action first to prevent or resolve the conflict. This is again due to the absence of an Integrated Team for Conflict Management (TTPK) as mandated in the regulation. Thus, although the relationship between the above-mentioned institutions is well established, in terms of coordination, these institutions often have to wait for the regent's instruction. This causes the handling of a social conflict to often not go according to what has been regulated and mandated in the local regulation on Social Conflict Handling, which in turn results in the implementation of the local regulation not being effective and optimal.

Aspects of implementing agent characteristics. From the aspect of the characteristics of implementing agents, in the research, researchers found the fact that implementing agents tend to implement the Standard Operating Procedures (SOPs) mandated in the Perda on Handling Social Conflict. Although the SOP on handling social conflicts should be implemented by the Integrated Team for Conflict Handling (TTPK), but because the composition of the



team does not yet exist, the implementers often take the initiative to immediately prevent and handle conflicts that occur, because the existing SOP often makes the implementers rigid and passive in handling social conflicts that occur. This results in the handling of a conflict not in accordance with what has been mandated and what has been regulated in the local regulation on handling social conflicts. Thus, the implementation of the local regulation has not gone well.

Aspects of social, political and economic conditions. Social, political and economic conditions in Puncak Jaya district greatly influence the implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict. The condition of the Puncak Jaya community, the majority of which are still below the poverty line and the low level of public education, has caused the implementation of the Regional Regulation on Handling Social Conflict to not run well. The lack of public knowledge of the local regulation policy has caused the local regulation to not be implemented. This is also caused by the pros and cons of the policy content. The unstable political conditions in Puncak Jaya also cause the implementation of the local regulation policy to be unworkable. Based on research and facts in the field, it is precisely unstable political conditions that often cause conflict on a large scale and occur for a long time. Conflict resolution efforts are also not in accordance with what has been mandated in the local regulation. Thus it can be concluded that the political, economic and social conditions in Puncak Jaya Regency have caused the implementation of social conflict handling policies through Regional Regulation Number 5 of 2022 concerning Handling Social Conflict to not run well.

Aspects of the disposition of the tendencies and attitudes of the implementing agents. This aspect is not only related to the level of understanding of the implementers of the content and objectives of the policy, but is related to the ability and willingness of the implementing agents to implement or not implement a policy. In the implementation of policies on handling social conflicts in Puncak Jaya district, the implementing agents have a tendency to implement the policy, but handling social conflicts involves various organizations / institutions so that sometimes the implementing agents tend to wait for each other and be passive. This causes the handling of social conflict through local regulation number 5 of 2022 to not run well and effectively.

The factors that influence the implementation of the Regional Regulation of Puncak Jaya Regency Number 5 of 2022 concerning Handling Social Conflict are: policy content that is still poorly understood by the community, lack of socialization and information, the division of potential that is still unclear and detailed as well as community economic factors, election political factors and also cultural factors. Efforts made by the Regional Government in handling social conflicts that still occur, among others: maintaining peaceful conditions in society, developing peaceful resolution of disputes, reducing potential conflicts, building and developing early warning systems, holding socialization to the community and related institutions, increasing the number of security forces from the TNI and POLRI, efforts to strengthen tribal citizens, increasing inter-tribal harmony forums, increasing legal awareness to the community, alleviating poverty and strengthening harmony and social relations.

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