
Strategy to Improve the Quality of Human Resources as Peacekeepers at the TNI Peacekeeping Mission Center (PMPP TNI)

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ABSTRACT

Indonesia's growing participation in United Nations peacekeeping operations, driven by the expanding scale of global deployment, has placed increasing professional demands on peacekeeping personnel; within this context, the TNI Peacekeeping Mission Center (PMPP TNI) bears direct responsibility for ensuring that Indonesian peacekeepers meet these demands, yet a systematic strategy for improving human resource quality has not been comprehensively examined. This study aims to identify strategies for improving the quality of human resources as peacekeepers at PMPP TNI. A qualitative phenomenological method was employed, involving purposive sampling of key informants at PMPP TNI and the Standby Force, combined with interviews, observation, and documentary review, analyzed through four sequential stages of transcription, coding, categorization, and theoretical interpretation. The findings reveal that quality leadership and planned human resource development are essential, while organizational constraints in troop preparation and international collaboration in knowledge and technology exchange remain key challenges. These findings imply that a holistic, targeted approach is needed to strengthen human resource quality in peacekeeping training, and that achieving training independence requires sustained cross-border cooperation and empowerment-based leadership. This study offers valuable insights for policymakers and practitioners in formulating strategies to enhance human resource quality as part of broader efforts to uphold world peace.

Keywords: improving the quality of human resources; human resources; peacekeepers; TNI peacekeeping mission center (PMPP TNI)



INTRODUCTION

The founding charter of the United Nations (UN) was signed on October 24, 1945, in San Francisco, United States. This event occurred concurrently with the global effort of nations to foster a new atmosphere in international relations following World War II, which served as a wake-up call for humanity to perpetually strive for peace. One of the primary objectives of establishing the UN was to uphold international peace and security. To achieve this objective, the UN can enact a collective security mechanism known as "Collective Security," established based on Articles 41 and 42 of the UN Charter (Nasu, 2021).

Collective Security measures from the United Nations were initially employed to address the Korean War, which took place from 1950 to 1953. This conflict led to the enduring division of Korea into South Korea and North Korea. In that war, the United Nations identified North Korea as the aggressor. However, numerous international politicians argue that the UN's implementation of Collective Security during the Korean

War merely served as a euphemism for military assistance provided by the United States to South Korea. Regardless of the accuracy of this political perspective, Collective Security is no longer perceived as the predominant approach in endeavors to uphold and foster peace (Väyrynen, 2022).

In the face of problems that threaten international peace, the United Nations resolves all its problems by peaceful means. The UN also carries out its role as a mediator in resolving problems between disputed countries, while in armed conflicts, the way offered for resolution is by ceasefire. Another path taken in conflict resolution is the application of sanctions (Gowlland-Debbas, 2021). Sanctions can take the form of simple verbal condemnation and can also manifest as military intervention. Some other forms of sanctions that have been imposed include military embargoes, economic sanctions, flight and shipping bans, as well as diplomatic isolation (Al- Khseilat, Yousif, 2020).

As part of the international community and a member of the United Nations, Indonesia is committed to maintaining world security and peace as stated in the goals and principles of the UN Charter. Indonesia's participation in UN peacekeeping operations is based on the Preamble of the 1945 Constitution, Law on Foreign Relations No. 37 of 1999, Law No. 34 of 2004 concerning the Indonesian National Army, Law No. 2 of 2002 concerning the National Police of the Republic of Indonesia, and Law No. 3 of 2002 concerning State Defense and UN Charter (Henianti et al., 2020).

To fulfill its obligations and maintain Indonesia's credibility in UN peacekeeping missions, the TNI established an organization known as the TNI Peacekeeping Mission Center (PMPP). This was carried out through the issuance of the Decree of the TNI Commander No: Kep / 4 / I / 2017 regarding the establishment of the TNI PMPP, Decree No: Kep / 5 / I / 2017 concerning the Organizational Principles and Procedures of the TNI PMPP dated January 29, 2017, and TNI Commander Regulation No: Perpang/6/II/2008 dated February 11, 2008, regarding the liquidation of the VII/OPP Sops TNI Customs Force. With the issuance of these decrees and regulations, the TNI PMPP is legally authorized to fulfill its duties and functions in conducting peacekeeping missions (Suparman, 2023).

The TNI Peacekeeping Mission Center (PMPP TNI) is an institution specifically established to train candidates for the Indonesian Peace Force or Garuda Contingent. Located at the Indonesia Peace and Security Center (IPSC) Sentul, Bogor, PMPP TNI serves as a training ground for TNI soldiers to undertake peace missions in other countries characterized by diverse languages, cultures, and environments. Additionally, it equips them to counter adversaries with their own doctrines, strategies, tactics, and strengths (Hidayat et al., 2020). The function of the PMPP TNI is as follows: 1) To organize, plan, prepare, and evaluate the implementation and execution of peacekeeping missions; 2) To conduct training activities and maintain the capabilities of TNI personnel who will participate in peacekeeping missions; and 3) To plan and prepare operational, administrative, and logistical needs for units that will be deployed in peacekeeping missions.

The participation of the Indonesian National Armed Forces (TNI) in peacekeeping missions not only reflects Indonesia's commitment to supporting global peace and security but also serves as a concrete effort to build positive relationships with other countries and strengthen Indonesia's positive image internationally. Since their early involvement in peace missions, the TNI has demonstrated competence and professionalism in carrying out their duties in various parts of the world (Hidayat et al., 2020). However, carrying out the duties of a peacekeeper is not easy. Peacekeepers are often deployed in conflict zones fraught with complex challenges, including diverse security, political, and social threats. In the face of such fast-paced and diverse dynamics, the quality of human resources (HR) is one of the main factors that determine the success of a peacekeeping mission (Bellamy & Hunt, 2023).

The quality of human resources as peacekeepers encompasses not only military technical capabilities but also aspects such as understanding local culture and customs in conflict areas, communication skills, negotiation skills, and sensitivity to humanitarian issues. Improving the quality of human resources is an urgent imperative for the TNI, especially given the changing and increasingly complex global dynamics. Changes in the global order, such as technological developments and political dynamics, also influence the nature and demands of peacekeeping missions. Therefore, enhancing the quality of human resources as peacekeepers is not merely an option but a strategic and pressing necessity. Against this backdrop, it is imperative to formulate a comprehensive and sustainable strategy to enhance the quality of human resources as peacekeepers at the TNI Peacekeeping Mission Center (PMPP TNI). This will enable the TNI to further evolve as a dependable and credible peacekeeping force in advancing global peace and security.

Globally, the scale of this demand is considerable: more than 70,000 military, police, and civilian personnel from over 100 troop- and police-contributing countries are currently deployed across eleven active United Nations peacekeeping missions. This magnitude of deployment illustrates why the readiness of contributing countries' human resources, including Indonesia's, has become a matter of sustained international scholarly attention rather than a purely domestic administrative concern. Recent international scholarship reinforces this urgency. Wars, (2024), examining Protection-of-Civilians training programs across multiple UN troop-contributing countries, finds that peacekeeper preparation remains highly uneven because training standardization is still weak and learner-centred (elicitive) methods for building contact, communication, and negotiation skills are inconsistently adopted across missions.

In the Indonesian context specifically, Gati & Utomo, (2024) show that the TNI continues to face structural human-resource challenges most notably career-path bottlenecks among middle- and senior-ranking officers that constrain the institution's capacity to systematically develop and retain qualified personnel, including those assigned to peacekeeping duties. Taken together, these studies indicate that while the operational and procedural dimensions of peacekeeping deployment (such as the UNPCRS mechanism and pre-deployment training curricula) are relatively well documented, there remains limited empirical research that specifically examines how a

national peacekeeping training institution such as PMPP TNI formulates and implements a comprehensive human resource development strategy encompassing leadership formation, technology transfer, and international cooperation simultaneously.

This gap constitutes the central problem addressed by the present study. The novelty of this research lies in its integrated analysis of three interrelated dimensions of human resource quality improvement at PMPP TNI organizational role and management, empowerment-based leadership, and technology transfer through international cooperation which prior studies on Indonesian peacekeeping personnel have generally treated separately. Accordingly, this study is guided by the following research questions: (1) how does PMPP TNI, through the Standby Force (SBF), organize and manage the preparation of peacekeeping personnel, and what internal and external constraints affect this process; (2) what form of leadership is required to strengthen the quality of Indonesia's defense human resources in the context of peacekeeping missions; and (3) how can technology transfer and international cooperation be optimized to support the sustainable development of peacekeeping human resources at PMPP TNI.

RESEARCH METHODS

The method used in this study is a qualitative research method using two types of data sources, namely primary data obtained from conducting interviews with resource persons and secondary data obtained from various written documents related to the research topic (Sugiyono, 2021). Qualitative method is a process of understanding social or human issues based on a holistic description with complete and detailed word reports. According to Moleong, qualitative method aims to understand phenomena experienced by research subjects, such as behavior, perception, actions, and so on, in natural language and words (Moleong, 2021).

Researchers use a phenomenological study approach. Phenomenological studies try to find the meaning of experiences in life, which means researchers collect data regarding concepts, opinions, stances, and attitudes, assess and give meaning to situations or experiences in life (Yusanto, 2020). The purpose of this research is to seek or discover the meaning of fundamental aspects of field experiences.

In the use of this qualitative research method, the researcher acts as an instrument, as human sensory abilities are considered more capable of revealing social phenomena in the field compared to non-human instruments that lack sensory abilities to capture various realities and interactions that occur. The research design utilized in this study is descriptive qualitative research. Descriptive qualitative research aims to describe and depict existing phenomena, both natural and human-made, focusing on characteristics, quality, and interrelationships between activities (Moleong, 2021). Additionally, descriptive research does not involve treatment, manipulation, or alteration of the variables under study but describes a condition as it is. The only treatment given is the research itself, which is conducted through observation, interviews, and documentation.

In this study, researchers use descriptive qualitative research methods that are expected to be able to produce in-depth descriptions of speech, writing or observable

behavior of certain individuals, groups and organizations. The use of descriptive qualitative research design in this study is intended to describe and analyze the Strategy for Improving the Quality of Human Resources as Peacekeepers at the TNI Peacekeeping Mission Center (PMPP TNI).

This research was conducted at the TNI Peacekeeping Mission Center (PMPP TNI), located at the Indonesia Peace and Security Center (IPSC), Sentul, Bogor, with particular attention to the Standby Force (SBF) as the implementing unit responsible for troop rotation and pre-deployment preparation. Informants were selected using a purposive sampling technique, in which key informants were deliberately chosen based on their direct institutional authority and first-hand involvement in the planning, training, and rotation of peacekeeping personnel.

The primary informants consisted of the SBF Commander and the Deputy Commander of PMPP TNI, complemented by unit staff involved in operations, training, and administration at PMPP TNI and SBF; secondary data were drawn from official annual reports, commander's decrees, and internal evaluation documents of PMPP TNI and SBF. This composition reflects the phenomenological emphasis on informants who have directly experienced the phenomenon under study, rather than a probability-based sample.

Data analysis followed four sequential stages. First, data collected through in-depth interviews, direct observation at PMPP TNI and SBF, and documentary review were transcribed and organized. Second, the transcribed data were coded to identify recurring concepts related to organizational role, management functions, leadership, and technology transfer. Third, the coded data were categorized into thematic clusters corresponding to the study's focus areas organizational role and management of troop preparation, empowerment-based leadership, and technology transfer through international cooperation.

Fourth, these themes were interpreted in relation to the theoretical frameworks of role theory, management theory, and human resource development theory to construct the study's findings and draw meaning from the informants' experiences, consistent with the phenomenological approach adopted in this study (Yusanto, 2020).

RESULTS AND DISCUSSION

TNI Peacekeeping Mission

In the process of deploying personnel for peacekeeping missions, the United Nations currently utilizes the United Nations Peacekeeping Capability Readiness System (UNPCRS), which was introduced in September 2015 to replace the previous concept known as the United Nations Standby Arrangements System (UNSAS) UNPCRS is managed by the Strategic Force Generation and Capability Planning Cell (SFGCPC) The goal of UNPCRS is to achieve greater readiness and predictability for newly deployed units through a sustainable, efficient, and collaborative approach between UNHQ and member states This system should be the sole mechanism for selecting military or police personnel to be placed in mission areas (Hidayat et al., 2020).

Steps taken in preparing personnel or troops for peacekeeping operations include recruitment and training. Recruitment and training take place before troops are transferred to the Standby Force (SBF) for rotation. Initial recruitment is carried out in units or by what is called the Pre-Recruitment Mobile Team (PRMT). After passing the initial recruitment in the unit, a central test will be conducted at the TNI PMPP. Furthermore, personnel will undergo pre-deployment training (PDT) or Pre-Task Training for one month, which lasts for 30 days. PDT participants must take 320 hours of lessons covering general material (core), also called CPTM (Core Pre-Deployment Training) (Nordin et al., 2021). This material is mandated by the United Nations (UN), totaling 27 materials. After completing the Pre-Task Training or PDT, personnel will be accommodated at the SBF before departing. Subsequently, they will receive additional briefings outside the UN materials, such as disembarking from helicopters, night shooting exercises, and other supplementary exercises.

The TNI PMPP is responsible for recruitment and pre-duty training, while the SBF plays a role in carrying out task force rotation and also provides additional briefing beyond the material provided by the TNI PMPP. In addition to providing additional preparation, in relation to role theory which outlines expectations placed upon individuals regarding their behavior and actions, the SBF has the responsibility of handling all preparations during troop rotations (for both departing and returning troops from missions). This includes logistical administrative tasks, preparing materials, checking equipment completeness, and conducting health examinations. The readiness of these troops is supervised by the TNI Commander's Asops (Arhanudya, 2023).

There are several important components that must be contained in an organization. One of them is the organizational structure. As an organization, SBF must have an important component, namely organizational structure. In a sense, structure is an arrangement of components or work units in an organization that shows the division of labor and regulates the division in carrying out tasks and work carried out by its human resources. In the SBF organizational structure, the highest office holder is the SBF Commander/Peace Operations Alert Force (PSOPP) who oversees two officials with the rank of Lieutenant Colonel who serves as Head of the Operations and Training Security Section, and the Head of Administration and Logistics Section (Kabagminlog). Furthermore, under him there is the Head of the Operations Sub-Section (Kasubbagops), the Head of the Training Sub-Section (Kasubbaglat), the Head of the Security Sub-Section (Kasubbagpam), the Head of the Personnel Sub-Section (Kasubbagpers), the Head of the Logistics Sub-Section (Kasubbaglog) (Suryaji, 2023).

Associated with structural roles that are related to the role of institutions, each organization has a structure that delineates the duties and authorities of each element within it. The SBF is positioned as an implementing unit within the organizational structure of the TNI PMPP and operates under the accountability of the TNI PMPP. Furthermore, for functional roles, each unit within the SBF organizational structure carries out roles in line with their functions based on the main tasks that have been determined. Implementing tasks based on these functions professionally helps to avoid

role conflicts. Essentially, the organization does not operate in isolation; rather, there are individuals responsible for its functioning. Based on the results of the study, the individuals who drive the SBF organization are selected or appointed from the Headquarters Detachment (Denma) and also the SBF Commander.

As the highest office holder in the SBF organizational structure, the Commander bears full responsibility for the actions and decision-making within the organization. Another crucial component present in any organization is its goals. Goals represent missions, objectives, or targets that are intended to be achieved within a specified time frame. Within the SBF organization, the targets set for and accomplished during 2019 include organizing operational preparation and task force rotation activities, as well as facilitating the repatriation of UNAMID, MINUSCO, and MINUSCA task forces (Labuda, 2020).

Based on the results of the annual report on the implementation of activities at SBF, the target that has been achieved from the initial planning is that SBF has successfully deployed the task force to several missions with 2,459 TNI personnel and received 2,664 individuals (Hidayat et al., 2020). Based on the important component in the organization, namely the goals, which represent the mission, objectives, or aims to be achieved, the results of the annual report clearly outline the targets to be achieved by SBF in 2019 and provide a report on the results of the implementation of these targets. In executing task force readiness, rotation, and repatriation, SBF has successfully achieved the organization's objectives or implemented its goals.

Based on management theory, an organization initiates its efforts to achieve goals through planning. In the process of troop rotation, SBF oversees activities from planning to completion, including operations like the alert and rotation of the TNI Konga XXXVII-E/F MINUSCA FY 2019 task force, conducted from September 2 to 27, 2019. This indicates that the execution of task force rotation spans approximately four weeks for each departure. In addition, judging from management theory, which is "a typical process consisting of planning, organizing, moving and controlling actions to determine and achieve goals through the use of human and other resources", the results of the study show that the process of troop rotation carried out by SBF contains functions of management involving human resources and other resources, one of which is transportation (Prasetyo, 2021). At the end of the implementation, an evaluation of the implementation was also held. In a sense, management in SBF has run in accordance with the management function.

This is also supported by the primary reasons for the necessity of management in the organization, which include:

1. Management facilitates the achievement of organizational and personal goals,
2. Management balances conflicting goals and activities among different parties with interests within the organization,
3. To achieve efficiency and effectiveness. The study's results also demonstrate how management operates within the SBF, which has succeeded in efficiently and effectively organizing a rotation of a considerable number of troops. Despite the

relatively small number of staff personnel in the SBF, combined with the PMPP, the rotation implementation proceeds smoothly (Jayanti et al., 2022).

A successful organization can be measured by the extent to which it achieves its goals. As an organization tasked with rotating troops, SBF can be considered successful. This can be observed from the SBF's targets achieved or implemented during 2019. In relation to the management function, particularly planning, it is evident that Indonesia made preparations to meet the troop requirements for UN missions before the UN announced its needs. The planning process is described as efforts made to anticipate. The preparation of troops before the UN announced its requirements demonstrates Indonesia's proactive approach to anticipate the UN's requests (Wuli, 2021).

In relation to another management function, namely Actuating (Implementation), which is interpreted as mobilizing all group members to strive hard to achieve goals, the research findings suggest the existence of a UNPCRS system replacing UNSAS. This change in the process of requesting troop deployment, from direct requests to representatives to online systems such as bidding/tendering, has prompted the Troops Contributing Country (TCC) like Indonesia to put significant effort into preparing troops to secure tenders (Susetyo & Sarjito, 2022). Furthermore, there are several stages in the UNPCRS system that TCC countries must go through to dispatch units or troops, requiring relationships with other parties.

It can be seen here how many parties are involved in carrying out the expected activities, ranging from the UN, which visits TCC countries to evaluate readiness, to those from TCC who visit mission countries. Every organization, in implementing programs to achieve its goals, certainly does not escape from various challenges and obstacles faced, including SBF. The obstacles faced by SBF are divided into two categories: obstacles that come from external factors and constraints from internal factors (Hidayat et al., 2020).

The constraints of external factors include the following:

Constraints of the UNPCRS System

The obstacle that occurs in the preparation of peacekeepers, seen from external factors, namely UNPCRS, as researchers have learned from the unit staff and training, is twofold. Firstly, the Indonesian side cannot know the destination country for the deployment of the mission until the UN party agrees to designate Indonesia as a contributor to peacekeepers. By the time the UN opens an offer to the TCC, it must already have a force on standby. Even though preparing troops also requires many things, especially in terms of budget. Meanwhile, the new budget will decrease after the President issues a Presidential Decree, and a new Presidential Decree will be issued after the location or destination of the mission country is known.

This is an obstacle because preparing funds, which are not small, includes expenses for the consumption of standby personnel numbering in the thousands. Regarding the constraints of the UNPCRS system aspect, in the principle of management, namely Money or financial resources, money is an element that cannot be ignored because it

relates to, for example, the procurement of tools needed to achieve the goals of an organization (Ayawaila & Isarisnawan, 2021). In relation to the UNPCRS system is the stage in this system where the location of the mission country that will be notified after the TCC country is approved to send its troops, affects the budget used in preparing troops. In addition, the number of stages that must be passed before sending troops is also an obstacle because these stages take a long process and a long time. The longer the wait, the longer the troops wait, the more budget is spent (Sriyanto, 2023).

Constraints from the UN

Another obstacle from external factors is the constraint of the UN or UN. Based on the results of research obtained by researchers in interviews with SBF Commanders, it was found that the obstacles encountered from the UN were regarding changes made by the UN. As experienced before, Indonesia has prepared a TNI Composite Battalion to be dispatched to Central Africa for the MINUSCA mission with 800 personnel, which has also been issued by the Presidential Decree for the departure, but the request from the UN is an Infantry Battalion of 850 personnel for the MINUSCO mission with different material.

Associated with management functions according to Terry, (2019) Regarding planning, it can be said that the Indonesian side had already undertaken planning by preparing troops to be dispatched to certain countries, even before the offer from the UN was issued (Hirawan, 2020). As the understanding of planning itself involves a process related to efforts made to anticipate future trends and determine the appropriate strategy or tactics to achieve the targets and goals of an organization.

Therefore, planning is necessary to guide an organization towards the goals to be achieved in the future. However, in this case, it can be observed that what was planned by the Indonesian side did not meet the target or objective due to constraints from the UN. Such is the case with constraints in changing the departure time schedule that previously existed, but is still being revised. As explained by the Deputy Commander of PMPP TNI, where changes in departure schedules can occur because the destination country is not safe in the sense of a coup for example, or other things can also happen such as the Ebola virus.

He continued, changes in schedules occur not only at the time of departure, but also during the repatriation or return of personnel from the mission. According to the informant, the departure and repatriation schedule are determined by the UN, so the Indonesian side cannot determine it independently. The obstacles that occur, such as technical problems like weather and damage to aircraft engines, make the process less effective and efficient. This is because many variables are beyond Indonesia's control due to the scheduling. Similar to the relationship with the planning management function according to George R. Terry, the constraints of changes to the schedule also sometimes cannot run as originally planned.

In addition, if it is related to the principle of management, namely Material, where material is divided into two, consisting of semi-finished materials and finished materials.

The purpose of material in this management principle is that to achieve better results, in addition to humans who are experts in their fields, they must also be able to use material or materials as one of the means, because matter and humans cannot be separated. Also, without material, the desired results will not be achieved (Rifaldi & Syahputra, 2023). This is related to changes in schedules due to damage to the aircraft, where of course with damage to the means of departure of personnel or troops, the achievement of the desired results is not achieved. As for the constraints of internal factors are as follows:

Constraints of Maintenance

From the results of research on the constraints of internal factors, it was found that in terms of maintenance, SBF, which has several buildings used by troops during standby, needs to be maintained. However, carrying out maintenance sometimes faces difficulties. The results of the interview with the SBF Commander stated that the difficulty in carrying out building maintenance was due to the inconsistency between the two parties. In a sense, the SBF building belongs to the TNI Headquarters, but the land belongs to the Kemhan. Sometimes, for its maintenance, it falls between the Ministry of Defense's Facilities and Infrastructure Division (Faskon Kemhan) and the Indonesian National Armed Forces' Facilities and Infrastructure Division (Puskon TNI) In other words, bureaucratic system ambiguities can hinder building maintenance This research finding is also supported by data from the annual evaluation report of the TNI Facilities and Infrastructure Agency (PMPP TNI) (Sriyanto, 2022): Reviewed from accommodation/Facilities.

Accommodation in PSOPP PMPP TNI still has several problems including:

1. The existing beds are still very lacking when faced with the number of existing operational alert forces.
2. The existing water supply is very limited.
3. The Water Pump Machine in each Gronteng has leaked and damaged a lot.
4. The existing barracks have been damaged and leaked a lot.

From the research results above, when related to management principles, specifically the material factor, where material is divided into two categories: semi-finished goods and finished goods The purpose of material in this management principle is that in order to achieve better results, besides having skilled personnel in their field, one must also be able to utilize material or resources, as material and humans cannot be separated Therefore, the available facilities in SBF are considered inadequate due to some damages. Damage to facilities for peacekeeping personnel can certainly affect their readiness Another constraint related to maintenance is the maintenance of equipment or vehicles Maintenance of equipment, weaponry, and vehicles is only limited to light maintenance Purchasing equipment or vehicles often does not come with long-term maintenance, which undoubtedly impacts the performance of the troops and the course of activities (Laurence, 2019).

Constraints of the Organization

Another obstacle lies in the preparation of personnel or troops, where a large number of personnel from SBF and PMPP are needed to handle troops, which can reach approximately 6000 individuals rotating. However, in practice, there are only about 200 personnel from the implementation units (PMPP and SBF). The SBF commander also mentioned constraints in personnel numbers, citing a shortage of personnel to work in rotating peacekeeping mission forces. The comparison of the number of SBF and PMPP joint staff personnel to prepare troops for this peacekeeping mission appears to be quite disparate.

Researchers observe that organizing an army numbering in the thousands with management personnel numbering less than 200 can certainly overwhelm the actors within this organization. According to human resource management theory, the utilization of human resources in this organization shows that despite the small number of personnel in SBF and PMPP, they have been optimally utilized to achieve goals. However, this also means that staff personnel have to work outside their designated duties (multitasking), leading to a sense of overwhelm (Sugiharto, Mulyadi, 2021). Constraints faced by OPPD personnel arise when one or several individuals are unable to depart due to various reasons. In such instances, staff personnel must locate replacements with equivalent abilities to fulfill the predetermined troop quota.

Constraints of Transportation

In addition to the personnel shortage, obstacles also stem from one of the facilities, namely transportation. It was mentioned that there is a scarcity of transportation vehicles in the SBF, despite the large number of dispatched troops. Regarding transportation issues, this relates to the management principle of material factors. The limited number of vehicles available for transporting troops during activities can hinder the movement of troops from one location to another. Consequently, SBF has coordinated with other units to provide assistance during the transfer of activities using available transportation resources. As for human resource management itself, it is also poorly managed due to the limited number of available drivers or vehicle operators who have to take turns. This situation is concerning because it may lower driver performance and increase the risk of accidents, potentially disrupting the troop rotation process and hindering the proper achievement of organizational goals (Gole & Stofft, 2008).

Human Empowerment-Based Leadership

In realizing the mission of world peace, holistic and targeted efforts are needed to enhance the quality of human resources in Indonesia's defense sector. This encompasses not only defense technology development, but also comprehensive improvements ranging from the formation of qualified leaders to long-term planning supported by conceptual social engineering (Isnaini et al., 2023). By prioritizing the development of competent leaders who are ready to compete globally, and by paying attention to the cultivation of

national resources, especially in the formation of leadership cadres, we can strengthen the foundation to contribute to achieving sustainable world peace.

Various challenges in implementing national defense and world peace missions, including maximizing national (human) resource potential, necessitate improving the quality of Indonesia's defense human resources. However, when discussing the importance of enhancing human resources in defense, we cannot begin without addressing the quality of leadership. The development of human resource quality requires conceptual and purposeful planning through social engineering, including in the field of defense (Pradhana et al., 2023).

Defense technology, especially requires social engineering, as well as long-term conceptional plans. Improving the quality of human resources in the defense sector cannot be arbitrary, narrowly oriented (short term), let alone not supported by the quality of the leader. For this reason, the quality of Indonesian human resources later in the defense sector must start from the resources of qualified leaders and ready to compete globally. On this basis, the development of national resources, especially the cadres of the nation's leaders, is increasingly urgent.

The leadership of the nation, in general, comprises individuals who have the capacity to influence society and the course of development through wisdom. The conceptualization of thought and action, both as formal and informal leaders, can motivate and mobilize community participation. Community involvement is crucial in enhancing human resources, particularly in the field of defense technology. Therefore, optimal leadership for Indonesia's defense sector in the future must be grounded in human empowerment, involving all groups within the defense industry sector.

The goal is to foster a society where every individual is aware of their role and contributions within community, national, and state contexts. They should possess critical thinking skills to actively contribute to nation-building based on equal rights and obligations as citizens, equality before the law, and a commitment to human rights within a democratic and egalitarian framework. In essence, it entails active participation, equality, and recognition of human and citizen rights in nation and state building.

The human empowerment-based leadership model represents a shift from a leadership paradigm founded on positional authority to one grounded in people's aspirations (democracy), leveraging the potential of individuals. This fosters a concept of shared leadership (power sharing) rooted in leader accountability, with authority distributed across all levels of community engagement. Our politicians should embody these leadership qualities to ensure defense policies are genuinely driven by the requirements of the TNI, rather than political considerations.

If this condition prevails, it will undoubtedly yield much more optimal outcomes and foster participatory, creative, innovative, and responsible attitudes that evolve from the bottom up. In practice, this leadership model would be more effective if complemented by a flatter, more efficient organizational structure, reducing unnecessary bureaucracy and streamlining communication channels between top management and lower levels, or vice versa (Prihartono, et al., 2022). The defense industry requires fast

movement in modernizing defense equipment, for that convoluted bureaucracy will complicate the performance of human resources working in that field.

When leadership is empowered, the organization becomes more capable of implementing programs and activities effectively and efficiently, leading to optimal outcomes. Productivity increases, turnover decreases, and waste is minimized. This process embodies a concept of future leadership that is expected to possess the following characteristics (Hutagalung, 2021):

1. Leadership is no longer confined to the executive level, with one individual at the top as a commanding figure possessing vast power and authority.
2. A leader must facilitate the members of the organization towards excellence. Leaders must be able to inspire each member of the organization to achieve their best performance, fostering synergy with the organizational ideals.
3. The future leader is a manager with a level of leadership that is far more outstanding than his managerial ability.
4. Leadership in the future must be more responsive and humanistic, demonstrating a deep concern for humanity and the broader community.
5. Future leadership prioritizes a holistic approach, combining qualities, abilities, and skills based on morals and ethics.
6. Future leadership must be capable and responsive to emerging changes. It should be proactive, and if necessary, leaders must advocate for changes aimed at achieving national ideals.

A good leader is needed for this, one who has a far-sighted vision, is able to anticipate challenges, and can identify important (innovative) things that others may not see or imagine as opportunities. A leader without vision will only react to immediate situations, often too late. They will be unable to read the signs of impending change. The quality of a leader's insight is obtained through education, experience, intellectual level, and the ability to interact with other leaders as prerequisites. In a highly dynamic military world, leaders must react quickly with keen insight in order to be able to analyze situations and encourage their subordinates to be responsive to challenges that arise. The empowerment-based type of leadership must address the complexity and dynamism of the fast-moving military world. Without the empowerment of Indonesian defense personnel, the quality of a leader, no matter how great, will all be in vain.

According to Ho & Astakhova, (2020), leading involves motivating and inspiring others, guiding them to higher levels of performance, collaborating with subordinates to find solutions to problems, encouraging them to achieve greater accomplishments, promoting guidance rather than strict command, and walking alongside subordinates as a leader. Furthermore, Ho & Astakhova, (2020) Leadership unites individuals with diverse talents, backgrounds, experiences, and aspirations, motivating them to take ownership, pursue excellence, and regard each other as equals. It transcends techniques or methodologies, emphasizing a leader's genuine concern for their subordinates, belief in their abilities, and inclusion in decision-making processes.

Of course, the above personality traits must be possessed by military and civilian leaders in order to be able to improve the quality of our defense resources. By working with subordinates to find solutions to problems, encouraging them to achieve higher achievements than what they have produced, and being guiding, not governing, leaders are the bridge to the nation's success. This type of leadership is what the author calls empowerment-based leadership. With this, the quality of our defense resources is more reliable because it is guided by good leadership resources.

Improving Human Resources through Technology Transfer and International Cooperation

Peacekeeping represents a critical responsibility for nations worldwide, essential for upholding global stability and humanity. Within this framework, the Indonesian Armed Forces (TNI) assume a significant role by engaging in peacekeeping missions on the international stage. Enhancing Human Resources (HR) is pivotal in ensuring the effective and sustainable engagement in such missions. Technology transfer and international cooperation emerge as two primary facets that can bolster the improvement of human resources in this sphere.

To enhance human capital through technology transfer and international cooperation at the Indonesian Army Peacekeeping Mission Center (PMPP TNI), a strategic approach involving partnership development and technology transfer is crucial. Utilizing international collaborations, such as sister city programs, can be instrumental in this endeavor (Damayanti, 2018), can provide opportunities for skills development and student exchanges. Additionally, the implementation of appropriate technology, as observed in the integrated coconut processing program (Ansharullah et al., 2021), Can empower local communities by increasing entrepreneurial capacity and applying appropriate technology.

In addition, the utilization of mobile learning applications in education, despite their recognized potential in providing educational opportunities anytime and anywhere, faces challenges in effectively addressing global education issues (Razali & Khalid, 2021). Training and mentoring programs that focus on the application of appropriate technology, such as integrated coconut processing initiatives (Ansharullah et al., 2023), Training and mentoring programs that focus on the application of appropriate technology, such as integrated coconut processing initiatives (Gumilar et al., 2018). Encourage the participation of women peacekeepers, as highlighted in a study on Indonesia's contribution to UN peacekeeping missions (F. Hutabarat, 2017), it is critical to diversify peacekeepers and promote gender equality in peacekeeping operations. In conclusion, by leveraging technology transfer, fostering international partnerships, and promoting gender diversity in peacekeeping missions, the TNI can strengthen its peacekeeping capabilities and contribute significantly to international peace and security efforts.

Technology Transfer:

1. **Operational Capacity Building:** Technology transfer allows TNI peacekeepers to have access to modern technologies in various operational aspects, such as surveillance,

communication, and logistics. This will increase effectiveness and efficiency in carrying out peacekeeping missions.

2. Human Resources Training and Development: The use of new technology requires intensive training for TNI personnel. Thus, technology transfer not only improves operational capabilities, but also provides opportunities for the development and solidification of HR skills.
3. Technology Self-Sufficiency: Technology transfer is not only about acquiring modern equipment, but also developing capacity in terms of maintenance, maintenance, and improvement of that technology. This will strengthen independence in terms of technology and minimize dependence on external parties.

International Cooperation:

1. Exchange of Experience and Knowledge: Through international cooperation, TNI peacekeepers can benefit from the experience of other countries in carrying out similar missions. This will enrich the knowledge and skills of TNI personnel in peacekeeping.
2. Coordination and Integration: International cooperation allows for better coordination between forces from different countries involved in peacekeeping missions. This will increase operational effectiveness and minimize the risk of conflict or chaos.
3. Broader Scope of Mission: With international cooperation, TNI peacekeepers can engage in missions that have a wider scope and greater complexity. This provides an opportunity for more valuable experiences and increased adaptability.

Technology transfer policy is also closely related to the capabilities of our leaders. Dependence on foreign technology makes our defense industry not self-sufficient and its human resources stagnant. This is due to our lack of bargaining position towards these foreign countries, because our leadership is weak. We dare not force these countries to agree to transfer technology to us. We are more surrendering to foreign intervention.

That is why empowerment-based leadership factors are key to technology transfer policies. Technology transfer policy is the key to increasing human resources in defense. And increasing defense resources based on human empowerment is the key to the quality of Indonesia's defense technology. Without strong leadership, it is impossible for our defense human resources to be qualified. It is also impossible for us to be self-sufficient in the development of our defense technology. I hope that Indonesian leaders who are policymakers in the defense sector can increase their bargaining position in the international world, so that the resulting defense policies can bring more benefits to the improvement of technology and the independence of our defense industry.

By combining technology transfer efforts and international cooperation, TNI peacekeepers at the TNI Peacekeeping Mission Center (PMPP TNI) will be able to significantly improve their human resources. This will not only strengthen the TNI's involvement in peacekeeping missions globally, but will also bring substantial benefits to stability and humanity at the international level.

Practical Implications, Limitations, and Recommendations for Future Research

The findings of this study carry several practical implications. For PMPP TNI and SBF leadership, the results suggest that addressing personnel and facility constraints requires coordinated budgetary planning that anticipates UNPCRS timelines rather than reacting to them, alongside clearer inter-agency arrangements with the Ministry of Defense regarding facility maintenance authority. For policymakers, the findings underscore the importance of empowerment-based leadership development and sustained investment in technology transfer partnerships as prerequisites for reducing Indonesia's long-term dependence on foreign defense technology. For training institutions, the study highlights the value of embedding structured, competency-based leadership development within existing pre-deployment training curricula.

This study is subject to several limitations. First, the qualitative, single-site design focused on PMPP TNI and SBF limits the generalizability of the findings to other Indonesian defense or law-enforcement institutions involved in peacekeeping deployment. Second, the evidentiary basis relies substantially on secondary documentary sources and a limited number of key informants at the commander level, which constrains the diversity of participant perspectives, including those of rank-and-file peacekeeping personnel who directly experience pre-deployment training and rotation. Third, the study does not include a systematic comparison with the human resource development practices of other troop-contributing countries, which would help contextualize PMPP TNI's strategies within broader international practice.

Future research is recommended to: (1) incorporate a broader range of informants, including junior officers and non-commissioned personnel who have directly participated in peacekeeping deployment, to capture first-hand experiential accounts; (2) conduct comparative studies with peacekeeping training institutions in other major troop-contributing countries, such as Bangladesh, Nepal, or India, to benchmark human resource development strategies; and (3) employ mixed-methods designs that combine qualitative insights with quantitative indicators of training outcomes, such as pre- and post-deployment performance evaluations, to strengthen the empirical basis for policy recommendations.

CONCLUSION

This study concludes that the quality of human resources, particularly qualified leadership, is a crucial factor in the successful implementation of world peace missions by the TNI Peacekeeping Mission Center (PMPP TNI). Achieving this requires holistic and targeted efforts, including planned human resource development, empowerment-based leadership, and international collaboration in the exchange of knowledge and technology.

In facing the various organizational, technical, and logistical challenges involved in preparing and deploying peacekeeping personnel, strengthening leadership capacity is a necessary starting point, alongside directed and sustained development of personnel

quality. Furthermore, defense technology cannot be mastered independently; international cooperation remains essential to achieving optimal defense industry self-reliance and improving the quality of peacekeeping training. Taken together, these efforts are expected to enhance PMPP TNI's institutional capacity to prepare professional and credible peacekeepers.

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