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Leadership Strategies in Addressing Maritime Border Threats to Enhance Surveillance in Indonesian Waters

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Abstract

Indonesia, as the world's largest archipelagic nation, faces significant challenges in maintaining the security of its vast and complex maritime borders. Threats such as illegal fishing, smuggling, piracy, terrorism, and territorial disputes demand adaptive and visionary leadership strategies. This study aims to analyze how the application of strategic leadership can strengthen surveillance systems and safeguard Indonesia's maritime sovereignty. Theoretical approaches employed include visionary, transactional, and situational leadership models, each contributing to enhancing maritime organizational effectiveness amid evolving threats. The findings indicate that the integration of modern technologies—such as satellites, drones, and radar systems—along with human resource capacity building and cross-sectoral cooperation among the Navy, Coast Guard, Marine Police, and intelligence agencies, plays a crucial role in reinforcing maritime border security. Furthermore, active maritime diplomacy through ASEAN and international cooperation enhances Indonesia's position in addressing transnational threats. With adaptive, collaborative, and technology-oriented leadership, Indonesia can improve maritime surveillance effectiveness, protect natural resources, and ensure stability and sovereignty across its maritime border regions.

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INTRODUCTION

Indonesia, as the world's largest archipelagic nation, possesses one of the longest coastlines and most extensive maritime territories globally. Its geographical position, located between the Indian and Pacific Oceans, grants Indonesia significant strategic and economic advantages, yet it also exposes the nation to complex maritime security challenges. The country's vast maritime borders face various threats, including illegal fishing, smuggling, piracy, human trafficking, terrorism, and territorial incursions by foreign vessels. These threats not only endanger Indonesia's sovereignty but also jeopardize its economic resources, marine biodiversity, and regional stability. In an era marked by rapid geopolitical shifts and technological advancements, maritime border security has become an increasingly critical component of national defense. Addressing these challenges requires not only strong military capabilities but also effective strategic leadership that integrates vision, adaptability, and coordination across institutions. Strategic leadership plays a crucial role in formulating and implementing comprehensive maritime security policies that respond to evolving threats while optimizing available resources. A visionary leader must be capable of aligning national objectives with the changing dynamics of maritime threats, promoting innovation, and fostering collaboration between the navy, coast guard, intelligence agencies, and local governments.

Moreover, the growing interdependence among nations in maritime affairs necessitates a leadership approach that balances defensive strategies with maritime diplomacy. Indonesia's maritime security cannot be separated from its regional environment, particularly in Southeast Asia, where shared waters and overlapping jurisdictions often create potential conflicts. Thus, international cooperation through ASEAN and other multilateral frameworks becomes essential in strengthening maritime surveillance and crisis management. Given these complexities, this study explores leadership strategies in addressing maritime border threats to enhance surveillance across Indonesian waters. It emphasizes the integration of technology, human resource development, cross-sectoral collaboration, and diplomatic engagement as fundamental pillars of an effective maritime security strategy. By applying strategic, visionary, and adaptive leadership principles, Indonesia can strengthen its maritime surveillance capabilities, protect its natural resources, and uphold its sovereignty in an increasingly contested maritime domain.

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THE CONCEPT OF STRATEGIC LEADERSHIP AND RELEVANT LEADERSHIP THEORIES

Strategic leadership is the ability to guide an organization toward achieving its long-term vision through decision-making based on comprehensive analysis of both internal and external environments. Strategic leaders are responsible for ensuring that the strategies formulated are aligned with organizational objectives and capable of responding to dynamic changes and uncertainties (Singh et al., 2023). This type of leadership emphasizes the importance of innovation, flexibility, and the ability to anticipate future challenges. Relevant leadership theories include visionary, transactional, and situational leadership. Each of these approaches carries a distinct meaning yet remains relevant within the context of leadership, particularly in dynamic organizations. Each theory offers a unique perspective on how leaders can influence and guide their subordinates in achieving organizational goals. Visionary leadership focuses on a leader's ability to create a clear and inspiring vision for the organization's future. Visionary leaders use this vision to motivate and direct their teams toward transformation and innovation. Such leaders must be able to identify long-term opportunities, even when current conditions are unfavorable, and instill optimism within their teams to achieve higher objectives (Farhan, 2024). This style is highly effective in situations that demand fundamental change.

In contrast, transactional leadership emphasizes the exchange relationship between leaders and subordinates, where rewards and punishments are used to ensure target achievement (Li et al., 2021). This approach focuses on compliance with established rules and procedures, making it suitable for situations where routine tasks must be carried out efficiently. Meanwhile, situational leadership highlights flexibility. Effective leaders are those who can adapt their leadership style according to the readiness level of their subordinates and the specific situations they face. This approach allows leaders to respond to various circumstances, making it highly relevant in continuously changing environments (Klebe et al., 2022). These three theories hold strong relevance across diverse organizational contexts. Visionary leadership guides organizations through major transformations with a strong sense of purpose; transactional leadership ensures the achievement of daily operational goals through a structured system of rewards and sanctions; and situational leadership enables leaders to adapt to the ever-changing needs of both organizations and individuals. By integrating elements from each style, leaders can develop a more holistic and effective approach to managing teams and achieving organizational objectives.

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MARITIME BORDER SECURITY

Maritime border security refers to the efforts and measures taken to protect a nation's territorial waters from various threats, whether stemming from illegal activities or violations of sovereignty. Maritime borders encompass territorial seas, exclusive economic zones (EEZ), and waters directly adjacent to neighboring countries. The importance of security in these areas has increased alongside rising global threats such as illegal fishing, human trafficking, drug smuggling, and piracy. Countries with vast maritime territories, such as Indonesia, must safeguard their maritime borders to protect marine natural resources and ensure the preservation of national sovereignty (Li & Liu, 2022). In addition, maritime security also involves preventing unauthorized foreign vessels from entering national waters or engaging in provocative actions. These efforts require coordination among various institutions, including the navy, coast guard, and other relevant agencies, which work collaboratively to monitor and secure maritime boundaries. Security operations are carried out using modern technologies such as radar and drones, as well as through regular patrols to anticipate and respond to emerging threats. Maritime border security also frequently involves international cooperation, particularly in areas that share direct boundaries with other nations (Friess & Grémaud-Colombier, 2021).

CASE STUDIES

Indonesia, as the world's largest archipelagic nation, faces complex maritime security challenges, particularly in its vast border areas. These issues are not only related to sovereignty but also to economic, environmental, and social security. Several case studies across Indonesia's maritime borders highlight the critical importance of strengthening maritime surveillance. One of the most significant cases occurs in the Natuna waters, which border the South China Sea. In this region, illegal fishing activities conducted by foreign vessels—particularly from China and Vietnam—pose a serious threat to Indonesia's security and sovereignty. Illegal fishing in Natuna has caused substantial economic losses to Indonesia's fisheries sector, estimated to reach billions of rupiah annually. Moreover, the presence of foreign vessels violating Indonesia's Exclusive Economic Zone (EEZ) increases the risk of diplomatic tensions in an area that is also disputed by several countries in the region (Susanto, 2021).

Another case takes place in the Arafura Sea, which borders Australia and Papua New Guinea. The Arafura Sea is one of Indonesia's richest maritime areas, abundant in fish and shrimp resources. However, this area has also become a prime target for foreign vessels engaging in illegal fishing. In addition to illegal fishing, the Arafura border region is vulnerable to smuggling activities

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involving goods and human trafficking. Weak surveillance in this area has been exploited by criminal syndicates to smuggle illegal goods, such as narcotics, and conduct human trafficking operations (Setiono, 2020). These activities not only harm the national economy but also pose threats to social stability and security in the region. Furthermore, Indonesia's maritime border in the Malacca Strait also faces significant security challenges. The Malacca Strait is a crucial international shipping lane, serving as one of the busiest routes in the world for oil and goods transportation. However, the waters are frequently targeted by acts of piracy and maritime theft. Over the years, vessels passing through the Malacca Strait have been subjected to pirate attacks, threatening not only sailors' safety but also global economic stability, given the strait's importance in international trade (Bateman, 2019). Although regional cooperation efforts have been undertaken through the Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia (ReCAAP), these threats persist, particularly due to limited resources available to monitor such vast maritime areas.

Additionally, maritime borders in eastern Indonesia—such as those in the Sulawesi and Sulu Seas—face security threats from terrorist groups and arms smugglers. These regions are known as high-risk zones due to the activities of militant groups such as Abu Sayyaf, which frequently conduct kidnappings and attacks against merchant vessels and fishermen. The kidnapping of Indonesian fishermen by the Abu Sayyaf group in the Sulu Sea has triggered diplomatic tensions between Indonesia, the Philippines, and Malaysia, compelling the Indonesian government to increase its military presence in the area (Juwono, 2022). Thus, various case studies from Indonesia's maritime borders demonstrate that maritime security issues in these regions are highly complex and multidimensional. Threats such as illegal fishing, smuggling, piracy, and terrorist activities require comprehensive and integrated approaches to address them effectively. Cross-sectoral cooperation among the military, coast guard, and intelligence agencies, supported by modern technology, is essential to enhance maritime surveillance effectiveness along Indonesia's border waters.

DISCUSSION

As the world's largest archipelagic nation, Indonesia faces a wide range of maritime threats along its sea borders. With more than 17,000 islands and an extensive coastline, Indonesia's maritime territory is rich in natural resources but also highly vulnerable to various forms of threats. Several categories of these threats need to be analyzed in depth to fully understand the challenges faced by the nation:

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a) Illegal Fishing

Illegal fishing, or unauthorized fishing activities, has become one of the most serious challenges faced by Indonesia in managing its marine and fisheries resources. As an archipelagic nation with an extensive coastline, Indonesia is rich in marine biodiversity but is also highly vulnerable to overexploitation by foreign vessels operating without permission. Areas such as the North Natuna Sea and the waters surrounding small islands are often targeted by fishing boats from other countries—such as Vietnam and China—that illegally operate within Indonesia's Exclusive Economic Zone (EEZ). These illegal fishing activities cause significant economic losses, estimated to reach billions of rupiah annually. In addition to threatening the sustainability of the fisheries sector, such practices also damage vital marine ecosystems, including coral reefs and fish habitats. This environmental degradation directly impacts coastal communities whose livelihoods depend heavily on marine resources (Yu & Chang, 2023).

The Indonesian government has taken several measures to address this issue, including strengthening maritime surveillance and arresting vessels operating illegally. However, challenges persist, such as limited resources for effective monitoring and the potential for diplomatic tensions with offending countries. Furthermore, the lack of awareness among local fishermen regarding the importance of sustainable fishing practices also contributes to the problem (Sánchez Patrón, 2022). Therefore, to effectively combat illegal fishing, Indonesia must implement an integrated approach that involves collaboration between the government, local communities, and the private sector. Such cooperation is essential to protect marine resources and ensure economic sustainability for future generations.

b) Smuggling and Organized Crime

Indonesia, with its strategic geographic position and extensive network of islands, has become a vulnerable route for smuggling and organized crime. Indonesia's maritime borders, particularly in the Malacca Strait and the Arafura Sea, are frequently exploited by criminal syndicates to smuggle illegal goods, including narcotics, weapons, and other contraband. According to reports from the National Narcotics Agency (BNN), Indonesia faces a major threat from drug smuggling, with shipments increasingly originating from various countries, especially within Southeast Asia. Narcotics trafficked through maritime routes have caused severe social and health impacts on communities (Raymond, 2020). The presence of these organized groups threatens not only national security but also economic and social stability. They often operate through strong international networks, making law enforcement efforts increasingly difficult.

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For instance, human smuggling has also become a significant issue, where individuals are trafficked for exploitation, often using sea routes. Incidents such as kidnappings and human trafficking frequently occur in poorly monitored waters, particularly in eastern Indonesia (Friebel et al., 2024). Moreover, challenges in combating organized crime along maritime borders include limited surveillance capacity and weak coordination among agencies. Enhancing resources for maritime patrols and improving monitoring technologies are crucial steps to reduce these threats. Regional cooperation among neighboring countries is also essential to build stronger security networks and share intelligence, thereby enabling more effective efforts to combat smuggling and organized crime.

c) Piracy at Sea

Piracy is one of the most significant maritime threats in Indonesian waters, particularly along major shipping routes such as the Malacca Strait and the eastern seas. As one of the busiest maritime routes in the world, the Malacca Strait has frequently become a target of piracy, disrupting sailor safety and threatening global economic stability. Despite collaborative efforts among ASEAN countries and international organizations to strengthen security, piracy continues to occur, causing substantial financial losses to shipowners and disrupting international trade routes. Reports from ReCAAP (Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia) indicate that although incidents of piracy in the Malacca Strait have declined, the issue remains a primary concern for Indonesian authorities and neighboring states. Piracy often takes the form of cargo theft and crew robbery, resulting not only in financial losses but also in psychological trauma for the affected sailors (ReCAAP, 2022).

Beyond the economic impact, piracy also has profound psychological and social effects on the maritime industry and coastal communities. The uncertainty of safety in these waters makes sailors reluctant to navigate, which in turn affects the supply of goods and essential commodities to various regions. To address the issue of piracy, Indonesia must enhance maritime surveillance and strengthen cooperation with other nations. The use of modern technologies such as satellite monitoring systems and drones can improve the effectiveness of patrols. Additionally, expanding training programs for maritime security officers to handle piracy situations is essential to increase readiness and ensure an effective response to these threats (ReCAAP, 2023).

d) Terrorism Threats

Indonesia's sea routes, particularly in the eastern regions such as the Sulawesi Sea and the

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Sulu Sea, face serious threats from terrorism that can disrupt maritime security and regional stability. Militant groups such as Abu Sayyaf have been operating in these waters, conducting kidnappings of fishermen and ship crews. These incidents not only instill fear among coastal communities but also affect the fisheries sector, which serves as a vital source of livelihood for many people (Makmur, 2020). Indonesia's maritime routes have also become channels for the smuggling of weapons and logistics by terrorist groups. The region's proximity to the Philippines and Malaysia facilitates the movement of militant members and enables cooperation among terrorist networks across Southeast Asia. Research indicates that these groups often exploit gaps in maritime surveillance to carry out acts of terror that endanger the safety of sailors and vessels navigating the area (Pribadi et al., 2021).

Although the Indonesian government has intensified surveillance and patrols in these waters, challenges in addressing terrorism threats remain. Limited law enforcement capacity and insufficient coordination between security and military agencies often result in delayed responses to maritime terrorist activities. Therefore, enhanced regional cooperation—particularly with neighboring countries such as the Philippines and Malaysia—is essential for developing more effective strategies to counter maritime terrorism. Overall, a comprehensive and collaborative approach, including the utilization of modern surveillance technology and the strengthening of security forces' capabilities, is key to mitigating terrorism threats along Indonesia's maritime routes (Mohamad, 2021).

e) Maritime Territorial Disputes

Maritime territorial disputes along Indonesia's borders represent complex issues that have the potential to undermine national sovereignty and stability. Indonesia shares maritime boundaries with several countries, including Malaysia, Vietnam, and the Philippines. One of the most significant disputes occurs in the North Natuna Sea, where Indonesia faces challenges from Chinese fishing vessels and naval forces operating within Indonesia's Exclusive Economic Zone (EEZ). China claims a large portion of the South China Sea, including areas near Natuna, which has led to increasing tensions between the two nations (Pranoto, 2021). This conflict involves not only questions of sovereignty but also competition over valuable natural resources beneath the sea. The potential discovery of oil and gas reserves in the region has further intensified this rivalry. To safeguard its sovereignty and security, Indonesia has strengthened its military presence in the area and conducts regular patrols to monitor illegal activities. However, this approach often encounters diplomatic challenges, as increased military operations may provoke responses from

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other nations, particularly China (Raymond, 2020).

Disputes also arise in other regions, such as the Sulawesi and Sulu Seas, where Indonesia shares maritime borders with the Philippines and Malaysia. The presence of armed groups in these areas adds another layer of complexity, as they often exploit territorial tensions to carry out acts of terrorism and smuggling. To resolve these disputes, Indonesia must enhance diplomatic dialogue with neighboring countries and utilize international forums. Collaborative efforts involving all stakeholders are essential steps toward achieving peaceful resolutions that preserve national sovereignty and security (Sebastian & Storey, 2020).

Leadership Strategies in Addressing Maritime Threats

As the world's largest archipelagic nation, Indonesia faces numerous challenges in its vast and complex maritime domain. Threats such as illegal fishing, smuggling, piracy, and territorial disputes not only impact national sovereignty but also affect the nation's security, economy, and the welfare of coastal communities. To address these challenges, the application of effective leadership strategies is essential. Three leadership theories—visionary leadership, transactional leadership, and situational leadership—provide valuable guidance for developing a comprehensive approach to addressing Indonesia's maritime issues. Visionary leadership emphasizes the leader's ability to formulate and communicate a clear and inspiring vision for the future. In the context of maritime resource management, a visionary leader can help create long-term plans for sustaining ocean resources. Concerning issues such as illegal fishing, visionary leaders can identify emerging trends and potential risks, then develop proactive policies to prevent greater losses. For example, the Indonesian government can utilize advanced monitoring technologies, such as satellites and drones, to track illegal maritime activities. By adopting a data-driven approach, leaders can forecast high-risk areas for illegal fishing and design targeted interventions. Moreover, it is crucial for leaders to engage all stakeholders—including local fishermen, coastal communities, and the private sector—in the policy-making process. This inclusive approach not only strengthens a sense of ownership over implemented policies but also fosters collaboration in enforcement and surveillance (Schofield & Storey, 2021).

Visionary leadership also plays a vital role in raising public awareness about environmental sustainability. Educational programs that emphasize marine ecosystem preservation can increase community participation in protecting marine resources. Through such initiatives, leaders can mobilize collective action to protect the marine environment, cultivating a shared culture of responsibility toward natural resources. Meanwhile, transactional leadership focuses on the

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reciprocal relationship between leaders and followers, where rewards and sanctions are used to ensure goal attainment. In maritime security contexts, this leadership style can be applied to enforce existing laws and regulations. For instance, to combat illegal fishing, the government can implement a reward system for law enforcement officers who successfully capture illegal vessels. By offering incentives to officers who demonstrate exceptional performance, the government can motivate greater vigilance and efficiency in maritime surveillance. Conversely, strict action must be taken against violators to signal that illegal fishing will not be tolerated. This approach sends a clear message that unlawful acts will be penalized, thereby deterring future violations (Sukma, 2021).

Transactional leadership is also vital for managing resources efficiently. By setting specific and measurable objectives for fisheries management, leaders can ensure that all stakeholders contribute toward achieving common goals. For example, implementing fishing quotas based on scientific data and ecosystem conditions can serve as a concrete measure to prevent overfishing and ensure sustainability. The situational leadership approach emphasizes that no single leadership style is effective in all situations. Leaders must be able to adjust their leadership style based on the context and the readiness of their subordinates. In addressing maritime terrorism threats, for instance, leaders must adapt their approaches to foster stronger cooperation with neighboring countries such as the Philippines and Malaysia. The dynamic and often unpredictable nature of maritime security requires leaders who are flexible and quick-thinking. For example, when a terrorist attack occurs in Indonesian waters, leaders must be able to promptly coordinate responses involving various agencies, including the military, police, and intelligence. Situational leadership enables leaders to shift between authoritative styles during emergencies and participative approaches when building international partnerships (Weinbaum, 2021).

Situational leadership is also relevant in managing maritime territorial conflicts. Leaders who can accurately assess circumstances are better positioned to determine when to employ diplomacy and when to take a firmer stance. In the case of the Natuna Sea dispute, for example, diplomatic approaches involving dialogue with relevant parties can ease tensions and foster a peaceful resolution. To implement effective leadership strategies, Indonesia must invest in leadership capacity-building at all levels. Training and education programs focusing on developing leadership skills among public officials and security personnel are crucial for strengthening responses to maritime challenges. These programs should equip leaders with knowledge of maritime policies, modern surveillance techniques, and diplomatic strategies (Till, 2018). Furthermore, collaboration among government institutions, the private sector, and civil society is

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essential. Building strong partnerships can enhance law enforcement effectiveness and optimize resource utilization. For instance, involving local fishermen in community-based monitoring programs can create an information network that supports early detection of illegal activities at sea. The success of leadership strategies in addressing Indonesia's maritime challenges depends not only on individual approaches but also on the ability to integrate multiple leadership styles according to the context. In facing complex and interrelated threats, adaptive, visionary, and transactional leadership will be key to creating a secure and sustainable maritime environment (Sukma, 2021).

Policy and Strategy Recommendations

One of the fundamental steps that Indonesia must take is to strengthen its maritime surveillance system. The country needs to invest in advanced monitoring technologies such as drones, satellites, and modern radar systems. These technologies enable early detection of illegal activities at sea—such as illegal fishing and smuggling—and assist security forces in responding swiftly to emerging threats. The implementation of an integrated Automatic Identification System (AIS) will also facilitate the tracking of vessels entering Indonesian waters without authorization. In addition, enhancing maritime patrol operations by security agencies is crucial. Patrol vessels operated by the Indonesian Navy (TNI AL), the Maritime Security Agency (Bakamla), and the Water and Air Police (Polairud) must be increased in both quantity and quality to effectively cover Indonesia's vast maritime borders. These patrol vessels should also be equipped with modern instruments to improve the efficiency and effectiveness of their operations. Strengthening maritime surveillance will significantly reduce the likelihood of illegal fishing and smuggling, particularly in high-risk areas such as the North Natuna Sea and the Arafura Sea (Smith, 2021).

Indonesia must strengthen international and regional cooperation to address transnational threats such as smuggling, terrorism, and piracy. Collaboration with neighboring countries—particularly Malaysia, the Philippines, and Australia—is of vital importance. For instance, through the Trilateral Cooperative Arrangement (TCA) with the Philippines and Malaysia, Indonesia can conduct joint patrols in the Sulu Sea and the Sulawesi Sea, areas prone to terrorism and kidnappings by militant groups such as Abu Sayyaf. Furthermore, Indonesia should continue to play an active role in international organizations such as ASEAN and ReCAAP (Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia) (Bamgbose et al., 2023). Through these platforms, Indonesia can share intelligence information and collaborate with member states in maritime operations to combat piracy and other

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transnational crimes across the region. Such cooperation is also crucial for strengthening coordination in managing border disputes, particularly in the North Natuna Sea, where tensions with foreign vessels frequently escalate (Morales et al., 2020).

Firm and consistent law enforcement is a key element in addressing threats in border areas. The Indonesian government needs to update maritime-related legislation, including laws on illegal fishing, smuggling, human trafficking, and terrorism, to provide a stronger legal foundation for authorities in handling these threats. For instance, the Fisheries Law should impose harsher penalties on perpetrators of illegal fishing and grant broader authority to security forces in dealing with cases involving foreign vessels engaged in unlawful fishing activities (Khan et al., 2021). Training for security personnel—such as those in the Indonesian Navy (TNI AL), the Maritime Security Agency (Bakamla), and the Water and Air Police (Polairud)—also needs to be enhanced to ensure they are equipped to face modern maritime security challenges. Training programs should include modules on maritime counterterrorism, sea rescue operations, and the use of modern surveillance technologies, which are essential for improving operational readiness in responding to maritime emergencies (Sazali et al., 2020). Strong and consistent law enforcement will significantly suppress organized criminal activities that often exploit legal loopholes in Indonesia's maritime border areas.

To effectively address issues such as illegal fishing and smuggling, the empowerment and education of coastal communities are crucial. The government should involve local communities in programs aimed at monitoring and protecting marine resources. For instance, local fishermen can be empowered to act as the government's "eyes and ears" by reporting illegal activities occurring in the waters where they operate (Naylor et al., 2020). Community participation will enhance surveillance in remote areas that are difficult for security authorities to access. In addition, educational programs focusing on the importance of preserving marine resources and the dangers of illegal fishing to both ecosystems and local economies should be strengthened (Daw et al., 2021). Coastal residents need to understand the long-term impacts of unsustainable fishing practices and the importance of participating in efforts to safeguard Indonesia's maritime security and sovereignty. In this way, coastal communities can become an integral part of the nation's maritime border protection strategy.

Indonesia also needs to strengthen its maritime diplomacy to peacefully resolve border disputes, particularly in areas that have become sources of tension, such as the North Natuna Sea. The Indonesian government can utilize dispute resolution mechanisms under the auspices of the United Nations (UN), such as the United Nations Convention on the Law of the Sea (UNCLOS), to

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clarify Indonesia's sovereign rights over its Exclusive Economic Zone (EEZ) in the region (Koh, 2020). Active diplomacy with China, one of the countries frequently involved in tensions in the Natuna waters, must be continuously enhanced. Indonesia can adopt a multilateral approach through ASEAN to seek peaceful solutions to disputes in the South China Sea, while simultaneously strengthening its position in international forums (Choi, 2021). Resolving disputes peacefully through diplomatic channels will help prevent conflict escalation and maintain regional stability, ensuring that Indonesia's maritime sovereignty is protected through cooperation rather than confrontation.

Maritime terrorism threats, particularly in Indonesia's eastern border regions such as the Sulawesi Sea and the Sulu Sea, require a multidimensional approach. In addition to strengthening physical security through naval patrols and military operations, non-military measures, such as deradicalization programs, must also be integrated into the national strategy (Bakkar et al., 2021). Deradicalization initiatives that involve local communities and religious leaders can help prevent the recruitment of new members by terrorist groups (Zarwan, 2020). This approach also includes international cooperation in the exchange of intelligence information and the coordination of counterterrorism operations. Indonesia can draw lessons from programs such as the Joint Interagency Task Force South (JIATF-S) in the United States, which has successfully coordinated maritime counterterrorism operations through interagency and multinational collaboration. An integrated approach combining security, community engagement, and international coordination will strengthen Indonesia's resilience in addressing maritime terrorism threats along its border regions.

CONCLUSION

The conclusion of the analysis on leadership strategies in addressing maritime threats highlights several key points that require serious attention. First, responsive and adaptive leadership is essential to respond effectively to the ever-changing dynamics of maritime threats. Leaders in the maritime sector must be capable of quickly analyzing situations, formulating appropriate policies, and implementing them efficiently. This requires cross-sectoral collaboration between the government, the military, and other maritime institutions to create synergy in border surveillance. Leaders who can adapt to situational changes and communicate effectively will be more successful in managing these complex challenges. Second, strengthening human resource capacity forms a critical foundation of this strategy. Continuous training and skills development for maritime surveillance personnel are necessary to enhance their operational effectiveness.

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Leaders must be committed to establishing education and training programs that focus on the latest technologies and effective monitoring tactics. With competent and well-trained personnel, maritime surveillance can be carried out more accurately and responsively to various threats. Good leaders ensure that their teams are equipped with the necessary knowledge and skills to handle challenges in the field.

Third, the utilization of information and communication technology (ICT) is key to improving maritime surveillance. Leadership strategies should include the development of an integrated information system capable of collecting and analyzing data from multiple sources. The use of drones, satellites, and modern monitoring technologies can provide clearer insights into maritime border activities. Leaders must invest in these technologies and ensure that all stakeholders have access to critical information to make timely and accurate decisions. Advanced technologies will strengthen surveillance capabilities and accelerate responses to emergency situations. Furthermore, enhancing international cooperation is indispensable. Given the global nature of maritime threats, Indonesia must continue to build partnerships with neighboring countries and international organizations. Through maritime diplomacy, Indonesia can collaborate in information sharing, training, and resource coordination to strengthen border surveillance. Leaders should play an active role in establishing international networks to combat transnational crimes and ensure maritime security across the region.

In addition, a community-based approach is vital in this leadership strategy. Coastal communities should be involved in maritime surveillance by providing them with education on the importance of protecting security and marine resources. Leaders need to encourage community participation and engage them as partners in safeguarding maritime borders. Building awareness and collective responsibility can significantly reduce border-related threats. Community involvement will also strengthen the relationship between the government and citizens, fostering a sense of ownership toward maritime security. Finally, periodic evaluation and strategic adjustments must be integral to the leadership process. Maritime border threats continuously evolve, and leaders must be prepared to adapt their policies and strategies based on performance evaluations and situational changes. Through a structured and data-driven approach, Indonesia can continuously enhance the effectiveness of its maritime surveillance.

In conclusion, effective leadership strategies for addressing maritime border threats in Indonesia must be adaptive, technology-driven, supported by skilled human resources, strengthened by international cooperation, and inclusive of community participation. With this comprehensive approach, Indonesia can safeguard its maritime sovereignty and security more

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effectively, ensuring that its waters remain safe, sovereign, and well-protect

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