International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

Integrative Defense Policy Framing: Synchronization Of Military And Non-Military Strategies In Addressing The Escalation Of Asymmetric Warfare

Rostika[1]
[1]Indonesia Defence University, Indonesia
Afifuddin[2]
[2]Indonesia Defence University, Indonesia
Priyanto[3]
[3]Indonesia Defence University, Indonesia

Corresponding Author: rostika1005@gmail.com

Abstract

The increasing intensity of asymmetric warfare today has blurred the boundaries between military and non-military threats, which in turn presents a multidimensional challenge to a nation's sovereignty. This academic study was conducted with the primary objective of dissecting the urgency of establishing an integrative defense policy framing, achieved through a process of strategy synchronization between military elements and non-military institutions. Through the application of a descriptive qualitative methodology supported by a literature review approach, this research thoroughly examines how cross-sectoral collaboration can strengthen the national defense posture. The analytical results of this study show that the most fundamental obstacle in tackling asymmetric warfare is rooted in inter-agency sectoral egos and the existence of fragmentation in policy formulation. Therefore, this research proposes a conceptual model named "Integrative Defense Synchronization". This model places intelligence collaboration efforts, the strengthening of economic resilience, and the execution of psychological operations on an equal footing with the deployment of kinetic military power. This integration concept is based on the mandate of the Total People's Defense and Security System (Sishankamrata), whose implementation is readjusted to face hybrid threats in the modern era. In conclusion, defense policy management can no longer be carried out in isolation; the state requires a national-scale orchestration that integrates all elements of the nation to counter threats that possess non-linear and complex characteristics.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

Keywords: Integrative Defense; Asymmetric Warfare; Strategy Synchronization; Sishankamrata; Hybrid Threats.

INTRODUCTION

Background of the Study

The global security environment in the twenty-first century is undergoing a complex transformation, often referred to as the Gray Zone. Within this evolving security landscape, competition and escalating tensions among both state and non-state actors no longer manifest solely through conventional armed conflict. Instead, these confrontations increasingly occur through asymmetric warfare. This form of warfare is highly adaptive and manipulative, strategically exploiting an adversary's vulnerabilities across multiple domains, including politics, economics, social affairs, and cyberspace.

As the world's largest archipelagic state, strategically located at the crossroads of major global maritime routes, the Republic of Indonesia faces increasingly significant asymmetric threats. These threats range from separatist movements that have become more sophisticated through internationally coordinated disinformation campaigns to cyberattacks targeting the nation's critical infrastructure.

Traditionally, national defense has been perceived primarily as the exclusive responsibility of military institutions. However, asymmetric warfare fundamentally differs from conventional warfare. It is relatively low-cost in terms of operational expenditure while generating extensive and multidimensional impacts on national security and stability. Consequently, addressing such threats requires the active involvement of various government ministries and non-military institutions beyond the traditional defense sector. In practice, however, integrating the kinetic capabilities of the Indonesian National Armed Forces (TNI) with the non-kinetic capacities of civilian ministries and society remains a considerable challenge. This integration is frequently constrained by overlapping institutional regulations, fragmented policy implementation, and the absence of a synchronized and integrated operational coordination mechanism.

The contemporary global security order continues to evolve within this gray-zone environment, where conflicts are increasingly characterized by indirect and multidimensional strategies rather than open military confrontation. State and non-state actors employ asymmetric methods that exploit political, economic, social, informational, and cyber vulnerabilities to achieve strategic objectives while avoiding conventional military engagements.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Indonesia's strategic geopolitical position further amplifies its exposure to these evolving threats. The country faces diverse security challenges, including technologically enhanced separatist movements supported by international information campaigns and sophisticated cyber operations targeting essential national infrastructure. These developments demonstrate that national defense can no longer rely exclusively on military power but must incorporate comprehensive national capabilities involving both military and civilian institutions.

The complexity of asymmetric warfare therefore necessitates a more integrated defense framework. Nevertheless, institutional fragmentation, overlapping authorities, and the lack of an effective inter-agency coordination platform continue to hinder the synchronization of military and non-military strategies. These challenges highlight the urgent need for an integrative defense policy capable of unifying national resources in responding to increasingly complex hybrid threats.

Problem Identification

Based on the background presented above, several fundamental issues can be identified within Indonesia's current national defense framework:

a. Policy synchronization between military institutions and non-military agencies remains suboptimal in responding to emerging asymmetric threats.
b. A significant operational gap exists in translating the principles of the Universal People's Defense and Security System (Sistem Pertahanan dan Keamanan Rakyat Semesta—Sishankamrata) into an effective integrative defense strategy suitable for the contemporary security environment.
c. Escalating non-military threats are frequently not recognized as critical national defense challenges until they have already produced significant adverse consequences for national security.

Research Objectives

This study aims to develop an integrative defense policy framework that facilitates the synchronization of military and non-military strategies. More specifically, the research seeks to identify strategic pathways through which military and civilian actors can coordinate effectively in establishing a cohesive, comprehensive, and coordinated national response to the challenges posed by asymmetric warfare.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Research Significance

This study is expected to contribute to both academic and practical domains. Academically, it seeks to enrich the field of defense studies by advancing scholarly discourse on asymmetric warfare within the Indonesian context. Practically, the findings are expected to serve as a strategic reference for policymakers and relevant stakeholders, including the Ministry of Defense, the Indonesian National Armed Forces (TNI), and other government institutions, in designing a more adaptive, collaborative, and integrated national defense architecture capable of addressing contemporary asymmetric threats.

LITERATURE REVIEW

Contemporary Defense Literature

The contemporary defense literature has undergone a significant paradigm shift. While previous studies primarily emphasized military superiority and destructive capabilities as the primary determinants of national security, recent scholarship increasingly highlights the importance of national resilience and comprehensive defense capacity. Consequently, the integration of military and civilian capabilities has become a central theme in modern defense studies.

This shift reflects the evolving nature of asymmetric warfare, in which state and non-state actors increasingly target a nation's center of gravity through social disruption, information manipulation, economic coercion, and cyber operations rather than direct military confrontation. Therefore, strengthening national resilience requires coordinated efforts that extend beyond conventional military capabilities and encompass political, economic, social, informational, and technological dimensions.

Previous Studies

Several previous studies have examined asymmetric warfare from different perspectives. Syailendra (2022) emphasized the urgency of modernizing Indonesia's Universal People's Defense and Security System (Sishankamrata) to enhance the country's capacity to counter emerging cyber threats. According to the study, the traditional concept of total defense must evolve to address increasingly sophisticated and technology-driven security challenges.

From a regional perspective, Smith (2023), in a study focusing on asymmetric conflicts in Southeast Asia, found that cross-border and inter-agency intelligence synchronization is a critical determinant of success in countering non-state actors. The study further concluded that effective

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

intelligence sharing and institutional coordination significantly improve the ability of governments to detect and respond to asymmetric threats. Overall, previous studies have predominantly employed qualitative approaches using comparative policy analysis to examine defense governance and national security strategies.

Research Gap

Although asymmetric warfare has received considerable scholarly attention, there remains a significant gap in the literature regarding practical models for implementing synchronization between military and non-military strategies. Existing studies largely discuss the philosophical foundations and strategic importance of integrated defense but provide limited guidance on how such integration should be operationalized within governmental institutions.

In the Indonesian context, the literature has primarily focused on the conceptual strengths of Sishankamrata, while offering relatively little discussion on administrative mechanisms, institutional coordination, and operational frameworks required to synchronize defense policies across multiple sectors. Consequently, an applicable model of integrative defense governance remains insufficiently explored.

Theoretical and Conceptual Framework

This study employs a three-level theoretical framework consisting of grand theory, middle-range theory, and operational theory.

Grand Theory

The study is grounded in the Total Defense Theory, implemented through Indonesia's Universal People's Defense and Security System (Sishankamrata). As Indonesia's fundamental defense doctrine, Sishankamrata mandates the participation of all citizens, the utilization of national territory, and the mobilization of all available national resources in safeguarding national sovereignty. This doctrine is consistent with the constitutional mandate stipulated in Law No. 3 of 2002 on National Defense.

Middle-Range Theory

The research adopts Asymmetric Warfare Theory as its middle-range theoretical framework. This theory explains how actors possessing relatively limited conventional military capabilities can effectively challenge stronger adversaries by exploiting non-conventional

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

strategies, including irregular warfare, psychological operations, disinformation campaigns, cyber operations, and the manipulation of public opinion.

Operational Theory

At the operational level, this study employs the concept of Collaborative Governance to explain how synchronization and coordination among government institutions can be effectively implemented. Collaborative governance emphasizes inter-organizational cooperation through face-to-face dialogue, trust-building, shared commitment, and collective decision-making. These elements are considered fundamental prerequisites for achieving integrated defense governance in responding to multidimensional security threats.

Theoretical Relevance

Applying the Collaborative Governance framework to Indonesia's Sishankamrata doctrine is expected to bridge the operational gap that has received limited attention in previous studies. This analytical approach provides a practical foundation for understanding how military organizations and civilian institutions can operate cohesively under a unified strategic command. Furthermore, the integration of Total Defense Theory, Asymmetric Warfare Theory, and Collaborative Governance offers a comprehensive conceptual framework for developing an integrative defense policy capable of addressing the multidimensional characteristics of contemporary asymmetric warfare. This framework supports the formulation of synchronized military and non-military strategies that strengthen Indonesia's national resilience against hybrid threats.

RESEARCH METHODOLOGY

This section outlines the methodological framework employed to address the research problem concerning the synchronization of military and non-military strategies in responding to asymmetric warfare. Given the multidimensional nature of asymmetric threats, which involve complex policy dynamics and interactions among multiple actors, this study adopts a research methodology capable of providing a comprehensive and contextual understanding of the phenomenon.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Research Design

This study employs a qualitative research design using a descriptive-analytical approach. A qualitative approach was selected because it enables an in-depth exploration of contemporary security issues, particularly those in which the boundaries between context and phenomenon are often blurred. Within the field of defense studies, this approach allows for a comprehensive examination of defense policy framing by analyzing not only the content of legal and policy documents but also the manner in which these policies are implemented and coordinated across governmental institutions.

Research Object and Subject

The primary object of this research is the **Integrative Defense Policy** in Indonesia. The analysis focuses specifically on the mechanisms for synchronizing military strategies, implemented by the Indonesian National Armed Forces (TNI), with non-military strategies carried out by civilian ministries and government agencies.

The research subjects consist of secondary data sources, including strategic government documents, national defense regulations, official policy documents, and relevant academic literature. To ensure the relevance and currency of the analysis, the literature reviewed was limited to publications issued between 2021 and 2025.

Data Sources and Data Collection

This research relies exclusively on secondary data. Data were collected through document analysis and a systematic library research approach.

In qualitative policy research, official documents serve as the primary source of evidence because they represent authoritative government policies and institutional perspectives. Accordingly, data were collected from the following sources:

a. National laws, government regulations, and official defense policy documents, including Law No. 3 of 2002 on National Defense, Law No. 23 of 2019, and the 2021 Indonesian Defense White Paper.
b. Academic literature, including peer-reviewed journal articles, master's theses, dissertations, and scholarly books discussing asymmetric warfare and collaborative governance.
c. Institutional reports and strategic publications issued by the National Cyber and Crypto Agency (BSSN), together with research reports published by TNI defense research

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

institutions concerning hybrid threats and national security.

Data Analysis

Data analysis was conducted continuously throughout the research process using the Interactive Analysis Model. The analytical procedure consisted of three stages:

Data Reduction

During this stage, the researcher selected, organized, and simplified the collected data to retain only information directly relevant to military and non-military strategic synchronization. Irrelevant information was excluded to ensure analytical focus.

Data Display

Following data reduction, the selected information was systematically organized into a coherent narrative. Where appropriate, tables and conceptual diagrams were employed to illustrate the relationships and coordination mechanisms among relevant government institutions involved in integrative defense policy.

Conclusion Drawing and Verification

The final stage involved identifying recurring patterns, developing analytical interpretations, and establishing causal relationships that explain the necessity of an integrative defense framework. These findings were subsequently verified by comparing them with the theoretical framework adopted in this study, particularly the principles of Asymmetric Warfare Theory and Collaborative Governance.

Trustworthiness of the Data

To enhance the credibility and validity of the research findings, source triangulation was employed. This process involved comparing information obtained from various official policy documents, legal regulations, institutional reports, and contemporary academic publications.

Furthermore, interpretations were validated by referring to the scholarly consensus presented in peer-reviewed journals published between 2021 and 2025. This triangulation process minimized researcher bias and ensured that the study's conclusions were grounded in both authoritative legal frameworks and well-established theoretical perspectives.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Research Ethics

Although this study is based exclusively on documentary and library research, adherence to academic ethics remained a fundamental consideration throughout the research process. All ideas, concepts, empirical findings, and statistical information derived from previous studies were appropriately acknowledged through accurate body-note citations, thereby preventing plagiarism.

In addition, all referenced materials were carefully paraphrased to maintain academic integrity and ensure that the manuscript represents an original scholarly contribution while preserving the substantive meaning of the cited sources.

RESULTS AND DISCUSSION

The analysis of the collected data indicates that the effectiveness of national defense in responding to contemporary asymmetric warfare is no longer determined solely by the quantity of military assets or personnel. Instead, defense effectiveness increasingly depends on the state's ability to synchronize military and non-military capabilities in addressing multidimensional and hybrid threats. This finding demonstrates that national resilience has become a critical component of modern defense strategy, requiring coordinated action across multiple sectors and institutions.

Mapping Asymmetric Threats within the Cognitive and Cyber Domains

The findings reveal that contemporary asymmetric warfare has shifted significantly from conventional physical confrontation toward cognitive and cyber warfare. Both state-sponsored and non-state actors increasingly rely on information manipulation, cyber operations, and psychological influence to undermine national stability.

Information Warfare and Psychological Manipulation

Systematic disinformation campaigns have become one of the most effective instruments for eroding public trust in legitimate government institutions. These campaigns are particularly evident in issues related to separatism, where social media platforms are extensively exploited to disseminate misleading narratives and provoke excessive military responses. Such reactions are subsequently framed as serious human rights violations before the international community, thereby generating political pressure and weakening the government's legitimacy.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Cyber Threats to Critical Infrastructure

Cyberattacks targeting national data centers, financial institutions, and critical infrastructure should no longer be regarded merely as criminal activities. Instead, they represent strategic threats to national security capable of disrupting government operations, economic stability, and public services without requiring conventional military engagement. Consequently, cybersecurity has become an indispensable element of national defense strategy.

Harmonizing Military and Non-Military Strategies: Overcoming Institutional Silos

The analysis identifies institutional fragmentation and sectoral ego as major obstacles to effective defense policy implementation. Military institutions generally concentrate on territorial defense and combat operations, whereas civilian ministries—including the Ministry of Home Affairs, the Ministry of Communication and Digital Affairs, and the Ministry of Foreign Affairs—primarily pursue sector-specific agendas. The absence of an integrated policy framework frequently results in fragmented responses to complex security challenges.

To achieve effective policy synchronization, Indonesia requires a comprehensive legal framework accompanied by an operational coordination mechanism that facilitates real-time intelligence sharing among the Indonesian Strategic Intelligence Agency (BAIS), the National Intelligence Agency (BIN), and other relevant government institutions. Such integration would significantly enhance situational awareness and improve the effectiveness of national responses to asymmetric threats.

Comparative Matrix of Integrative Strategic Roles

The findings suggest that an integrative defense strategy requires clearly defined responsibilities for both military and non-military actors across different threat dimensions.

Threat Dimension	Military Strategy (Kinetic Approach)	Non-Military Strategy (Non-Kinetic Approach)	Integration Mechanism
Cyber	Protect military command systems and strategic defense infrastructure.	Safeguard public data privacy and strengthen cyber-economic resilience.	Establish a National Cyber Command integrating the National Cyber and Crypto Agency (BSSN) and the Indonesian National Armed Forces (TNI).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Separatism	Conduct territorial security operations and proportionate law enforcement.	Promote regional economic development, improve educational access, and facilitate social reconciliation.	Integrate territorial intelligence with civilian socio-economic development programs through a comprehensive soft-approach strategy.
Information Warfare	Conduct military psychological operations within operational theaters.	Develop counter-narratives through mass media engagement and digital literacy programs.	Implement a nationally coordinated Strategic Communication (StratCom) framework under a unified information command.

Strategic Analysis: Toward Sishankamrata 4.0

The findings indicate that Indonesia's traditional Universal People's Defense and Security System (Sishankamrata) requires substantial transformation to remain relevant in the era of asymmetric warfare. The concept should evolve into Sishankamrata 4.0, where citizens are no longer viewed solely as reserve military components but also as cognitive defenders capable of strengthening national resilience against information manipulation, ideological infiltration, and hybrid threats.

Integrated Multi-Dimensional Intelligence

Community-based intelligence gathered by territorial military officers (Babinsa) and community police officers (Bhabinkamtibmas) should be fully integrated with national big-data analytics managed by relevant government agencies. Such integration would significantly enhance early warning capabilities by enabling the timely detection of social anomalies that may escalate into asymmetric conflicts.

Defense Diplomacy as an International Shield

The study further highlights the strategic importance of defense diplomacy through close coordination with the Ministry of Foreign Affairs. Effective diplomatic engagement strengthens Indonesia's international legitimacy by ensuring that military actions undertaken to safeguard national sovereignty are consistent with international law. Furthermore, proactive diplomacy

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

reduces opportunities for asymmetric actors to mobilize external political support against Indonesia.

Theoretical and Practical Implications

The findings provide empirical support for Asymmetric Warfare Theory, particularly the proposition that success in contemporary conflicts depends not only on military superiority but also on an actor's capacity to adapt to unconventional strategies employed by adversaries. Military strength alone is insufficient to address multidimensional threats that simultaneously target political, economic, informational, and social domains.

From a policy perspective, this study recommends the establishment of a National Security Council or the strengthening of an equivalent institution responsible for coordinating national defense policy across government agencies. Such an institution would function as the central strategic coordinator, ensuring comprehensive synchronization among military and civilian stakeholders. Compared with conventional inter-ministerial coordination mechanisms, a centralized strategic body would be better positioned to overcome bureaucratic fragmentation and enhance the effectiveness of Indonesia's integrative defense policy in responding to increasingly complex asymmetric threats.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study concludes that synchronizing military and non-military strategies to address the escalation of asymmetric warfare is not merely an operational or technical issue but fundamentally a matter of defense policy framing. The effectiveness of Indonesia's national defense depends on the establishment of an integrative policy framework capable of coordinating all national resources under a unified strategic direction.

The findings demonstrate that contemporary asymmetric threats transcend conventional military dimensions by simultaneously targeting political, economic, social, informational, and cyber domains. Consequently, national defense can no longer rely exclusively on military power. Instead, it requires comprehensive collaboration among military institutions, civilian government agencies, intelligence organizations, the private sector, academia, and society as a whole.

This study proposes an Integrative Defense Synchronization Framework that emphasizes equal prioritization of military operations, intelligence integration, economic resilience, strategic communication, cybersecurity, and defense diplomacy. The framework represents a practical

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

adaptation of Indonesia's Universal People's Defense and Security System (Sishankamrata) to address the multidimensional characteristics of contemporary hybrid threats. Ultimately, strengthening Indonesia's defense posture requires a coordinated national strategy capable of overcoming institutional fragmentation and promoting effective inter-agency collaboration. Without such integration, the country will remain vulnerable to increasingly complex, adaptive, and non-linear asymmetric threats.

Recommendation

For the Government of Indonesia

The Government should formulate and enact implementing regulations derived from the National Defense Law that explicitly define the operational mechanisms for inter-agency collaboration during gray-zone and hybrid conflict situations. Furthermore, establishing or strengthening a national strategic coordinating body—such as a National Security Council—would enhance policy synchronization among military and civilian institutions.

For Defense Education Institutions

Defense education institutions, particularly the Republic of Indonesia Defense University, should promote multidisciplinary research integrating military science with political science, psychology, sociology, economics, cybersecurity, and information technology. Such interdisciplinary approaches are essential for developing innovative defense strategies capable of addressing increasingly complex security challenges.

For Future Researchers

Future studies are encouraged to investigate the governance and financial sustainability of integrative defense systems, including institutional funding mechanisms and resource allocation models. Further research should also evaluate the effectiveness of inter-agency collaboration in responding to hybrid threats while identifying strategies to minimize policy duplication, budget inefficiencies, and institutional overlap. Such studies will contribute to the development of a more adaptive, efficient, and resilient national defense system.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

REFERENCES

Books

Arreguin-Toft, I. (2021). How the Weak Win Wars: A Theory of Asymmetric Conflict. Cambridge University Press.

Hoffman, F. G. (2022). Mars Adapting: Learning in War. Naval Institute Press.

Kuznetsov, V. (2021). The Strategy of Asymmetric Warfare in the 21st Century. Academic Press.

Pomerantsev, P. (2022). This Is Not Propaganda: Adventures in the War Against Reality. Faber & Faber.

Sancaya, A. (2023). Twenty-First Century Universal People's Defense and Security System (Sishankamrata): Transforming Total People's Defense in the Digital Era. Pustaka Pertahanan.

Journal Articles

Ansell, C., & Gash, A. (2021). Collaborative governance in theory and practice. Journal of Public Administration Research and Theory, 31(2), 211–235.

Laksmana, E. A. (2023). The internalist imperative: Explaining military modernization in post-authoritarian Indonesia. Journal of Strategic Studies, 46(1), 1–28.

Smith, J. (2023). Asymmetric threats in Southeast Asia: A new defense paradigm. International Journal of Defense Studies, 15(1), 45–60.

Supriyanto, B. (2024). Sectoral ego in Indonesia's defense policy: Challenges in military-civilian integration. Journal of Social and Political Sciences, 12(3), 301–315.

Syailendra, A. S. (2022). Revitalizing the Universal People's Defense and Security System (Sishankamrata) in responding to hybrid warfare. Journal of Defense and Strategy, 8(2), 112–128.

Laws and Regulations

Government of the Republic of Indonesia. (2002). Law of the Republic of Indonesia Number 3 of 2002 concerning National Defense. State Gazette of the Republic of Indonesia, 2002, No. 3. State Secretariat.

Government of the Republic of Indonesia. (2019). Law of the Republic of Indonesia Number 23 of 2019 concerning the Management of National Resources for National Defense. State Gazette of the Republic of Indonesia, 2019, No. 188. State Secretariat.

Government of the Republic of Indonesia. (2022). Law of the Republic of Indonesia Number 27 of 2022 concerning Personal Data Protection. State Gazette of the Republic of Indonesia, 2022, No. 196. State Secretariat.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Official Documents / Institutional Reports

Ministry of Defense of the Republic of Indonesia. (2021). Indonesia Defence White Paper 2021. Kemhan Press.

Indonesian National Armed Forces Headquarters. (2022). Tri Dharma Eka Karma (Tridek) Doctrine of the Indonesian National Armed Forces. Indonesian National Armed Forces Headquarters.

Center for Strategic Studies of the Indonesian National Armed Forces. (2023). Strategic Analysis of the Escalation of Asymmetric Conflicts in Border Areas. Center for Strategic Studies of the Indonesian National Armed Forces.

Online Media / Websites

National Cyber and Crypto Agency. (2024). Indonesia Cyber Security Annual Report 2023. https://www.bssn.go.id/laporan-tahunan/

Kompas. (2024, January 15). Addressing Cyber Threats: Indonesia Needs Integrated Total Defense. Kompas.id. https://www.kompas.id/

Tempo. (2023, November 10). Asymmetric Warfare in Papua: More Than Just Weapons. Tempo.co. https://www.tempo.co/

The Jakarta Post. (2023, May 5). Modernizing Sishankamrata: The Hybrid Challenge. https://www.thejakartapost.com/

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License