

Regional Head Role in Effective Development: Qualitative Study in Nabire, Central Papua

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Abstract

Purpose: This study examines the role of regional heads in improving development effectiveness in Nabire District, Nabire Regency, Central Papua Province. It analyzes the gap between formal leadership authority and real development outcomes during the region's transition into the new provincial structure.

Research methodology: A descriptive qualitative approach was used with purposeful and snowball sampling. Data were collected from 60 informants—including coastal and highland indigenous Papuans, migrants, and religious leaders—through interviews, observation, and documentation. Analysis followed Miles and Huberman's interactive model.

Results: The findings show that regional heads significantly shape development effectiveness through strategic infrastructure interventions that strengthen socio-economic conditions. Improvements in the Human Development Index (HDI) during the 2021–2026 leadership period include increases in life expectancy, expected years of schooling, and mean years of schooling. These outcomes were driven by decisive leadership, strong agency coordination, and community participation. Key achievements include Kalibobo Market revitalization, road rehabilitation, and enhanced urban planning.

Conclusions: Proactive and innovative leadership, supported by strong political will, is crucial for realizing the “Safe, Independent, and Prosperous Nabire” vision. However, challenges remain in economic performance, data accuracy, and sustainability of community empowerment programs.

Limitation: The single-district scope limits broader generalization, the short observation period restricts long-term assessment, and statistical discrepancies require careful interpretation.

Contribution: This study provides empirical evidence linking leadership roles to HDI improvement, highlights the impact of leadership transition, and offers practical insights for governance in the new Central Papua Province.

Keywords: Central Papua, Development Effectiveness, Local Governance, Nabire Regency, Regional Head

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1. Introduction

The implementation of regional autonomy in Indonesia grants local governments broad authority to manage and govern their administration and the interests of the local community. Law Number 23 of 2014 on Regional Government provides a strong legal foundation for regional heads to perform their functions as regulators, dynamists, and facilitators of development. In this context, regional heads play a strategic role as leaders of regional government organizations, responsible for the success of development in their areas. Nabire Regency, as one of the regencies in the Central Papua Province, has

unique characteristics as a coastal area and a key transportation route to mountainous regencies such as Dogiyai, Deiyai, and Paniai. This strategic position should be an opportunity for regional economic growth. However, the phenomenon emerging in the community indicates a stagnation in development during certain leadership periods, particularly during the leadership of Regent Isaias Douw (2010–2015 and 2015–2020).

A comparison with the previous leadership period, that of Regent Anselmus Petrus Youw (2000–2005 and 2005–2010), shows significant differences in the implementation of development. During Youw's leadership, urban planning and government infrastructure development progressed more optimally. Kayupa, Guampe, Hengkeng, and Balo (2025) state that this situation underscores the critical role of regional heads as agents of change in the effectiveness of development. The effectiveness of regional development can be measured using indicators such as the Human Development Index (HDI), which reflects three basic dimensions: long and healthy life, knowledge, and a decent standard of living. BPS data shows that the HDI of Nabire Regency from 2017 to 2022 has increased but still lags behind several other regencies in Papua Province, such as Jayapura, Mimika, and Merauke.

This study becomes important because of the selection of Nabire Regency as the capital of Central Papua Province after its division. The post-expansion condition brings both challenges and new opportunities in development. The leadership of Mesak Magai and Ismail Jamaluddin (2021–2026), with the vision "Nabire Safe, Independent, and Prosperous" and the motto "Nabire Great," needs to be studied in terms of its implementation in the context of development effectiveness, especially related to improvements in HDI and community welfare. The post-expansion provincial context is the primary novelty of this study.

Previous studies have highlighted the importance of local leadership in the effectiveness of governance. Auliaulfattah, Afrida, Qoffayana, and Ramadianti (2024) showed that budget limitations are a major obstacle for regional heads, while Safina et al. (2024) emphasized that participatory leadership can improve the effectiveness of public services. However, most of these studies focus on areas with adequate infrastructure, while empirical studies on the leadership of regional heads in Papua, which has a different socio-cultural context and is in the post-expansion phase, are still very limited. The research gap lies in the lack of studies analyzing the role of regional heads in the effectiveness of development in Central Papua after the expansion, using a human development indicators-based approach.

Academically, this study is expected to expand the literature on local leadership at the regency level. Agung, Indrajat, Harjo, and Juantara (2022) noted that studies on regional heads in Indonesia have been relatively abundant, but most focus on areas with adequate infrastructure and relatively high levels of public participation. Papua, with its structural limitations and cultural wealth, offers a different and unique context for study. Practically, the results of this study are expected to provide input for local and central governments to strengthen the role of regional heads in Papua. Affirmative policies are needed, such as increasing budgets for remote areas, implementing sustainable capacity-building programs for local officials, and preparing more contextually relevant technical guidelines based on the socio-cultural conditions of Papua. The aim of this study is to declaratively analyze the role of regional heads in making development implementation more effective in Nabire Regency and identify the factors that influence this in the context of post-expansion development in Central Papua Province.

2. Literature Review and Hypothesis Development

2.1 Theory of Regional Government

Regional government, in a broad perspective, includes all government activities covering the legislative, executive, and judicial fields with the aim of realizing the state (Raharjo & Rahman, 2022). In the regional context, regional government refers to the administration of government affairs by local governments and the Regional People's Representative Council (DPRD) according to the principles of autonomy and task assistance, with the principle of maximum autonomy.

Cahyadi and Kurniawan (2021) identified four main functions of government: public service, development, empowering, and regulation. These functions indicate that government is not limited to routine administration but also involves strategic efforts to improve the welfare of the people.

Surida (2022) explains that there are two forms of regional government: Local Self Government and Local State Government. Local Self Government has the authority to regulate and manage its own affairs based on the principle of decentralization, while Local State Government is established based on the principle of deconcentration to implement central government affairs in the regions.

2.2 Theory of the Role of Regional Heads

The regional head, as the executive leader, plays a vital role in regional government administration. Based on Law No. 23 of 2014, a regional head is not only the head of government but also a political leader elected democratically through general elections.

Mintzberg, as cited in Sundjava, Marcelliantika, and Wahyuningtyas (2025) classifies the leader's role into three main categories: (1) Interpersonal Role, which includes roles as a figurehead, leader, and liaison; (2) Informational Role, which includes roles as a monitor, disseminator, and spokesperson; and (3) Decisional Role, which includes roles as an entrepreneur, disturbance handler, resource allocator, and negotiator.

In the leadership context, the Path Goal Theory developed by House & Mitchell explains four leadership styles: directive, supportive, participative, and achievement-oriented. An effective regional head can adapt their leadership style according to the situation and the needs of the organization and community they lead.

2.3 Concept of Development Effectiveness

Effectiveness, according to Rama and Endarti (2022) refers to the extent to which an organization succeeds in achieving its legitimate objectives. In the context of regional development, effectiveness refers to the level of achievement of the development goals set out in regional planning documents.

Arianto and Rohman (2018) state that the effectiveness of an organization can be measured through: clarity of objectives, clarity of strategies to achieve objectives, solid policy analysis and formulation processes, thorough planning, well-structured programs, availability of facilities and infrastructure, and a system of supervision and control that educates.

Ferdian and Reski (2020) identify components of development effectiveness, including: accuracy in budget usage, accuracy in human resource utilization, accuracy in equipment use, accuracy in time management, and accuracy in natural resource utilization.

2.4 Human Development Index (HDI)

HDI is a composite indicator introduced by the United Nations Development Programme (UNDP) to measure human development achievements based on several basic quality of life components. HDI is formed by three basic dimensions: long and healthy life (measured by life expectancy), knowledge (measured by expected years of schooling and mean years of schooling), and a decent standard of living (measured by per capita expenditure) (Hardana, 2024).

According to the UNDP, HDI categories are: very high ($HDI \geq 80$), high ($70 \leq HDI < 80$), medium ($60 \leq HDI < 70$), and low ($HDI < 60$). The components of HDI are interrelated and influence each other in shaping the overall quality of life in the community.

2.5 Previous Research

Several relevant studies have made important contributions to understanding the role of regional heads in government administration and development. Auliaulfattah et al. (2024) identified budget limitations as the main constraint in the economic development of the community. Syauqi and Setyahadi (2021) emphasized that the capacity of human resources significantly affects the effectiveness of regional leadership. Vitasari, Afandi, and Rinayuhani (2025) showed that participatory leadership practices can enhance social cohesion and the quality of public services. Meanwhile, Harfianti et al. (2024) highlighted that remote areas face governance challenges that require an adaptive leadership model in accordance with local socio-cultural characteristics.

Although they provide important contributions, previous studies still show limitations in geographic context. Most of the research has been conducted in areas with adequate infrastructure or outside eastern Indonesia. Thus, studies on the role of regional heads in Papua, particularly in Central Papua after the division, are still very limited. This condition highlights a significant research gap that needs to be bridged. This study occupies a strategic position in the literature because it presents empirical research on the role of regional heads in the effectiveness of development in Central Papua after the provincial division, a topic that has not been widely studied and is highly relevant to the development of governance in eastern Indonesia (B, Suripatty, & Lewerissa, 2025)

2.6 Conceptual Framework

Based on theories and previous research, this study assumes that the role of regional heads in making development implementation effective is influenced by structural factors (budget, apparatus, infrastructure) and cultural factors (diversity of society, participation of local figures). The conceptual framework of this study emphasizes three main dimensions:

- a. The role of regional heads as policymakers, dynamists, and facilitators
- b. The effectiveness of development implementation measured through the Human Development Index (HDI)
- c. Supporting and hindering factors

2.7 Proposition Development

This qualitative study develops research propositions to guide the analysis:

- a. The role of the regional head is crucial in determining the effectiveness of development implementation in Nabire Regency
- b. Improvement in HDI is an indicator of the success of the regional head's role in development
- c. Public participation and support from Regional Apparatus Organizations (SKPD) are key factors for the successful implementation of the regional head's vision and mission
- d. Data limitations and program sustainability are challenges in development implementation.

3. Research Methodology

3.1 Research Design

This research uses a qualitative approach with a descriptive method. Wanji, Firmansyah, Gulo, Azzahra, and Mujiatun (2025) states that qualitative research uses inductive thinking by collecting as much data as possible to discover patterns and draw conclusions. This approach is appropriate because the research focuses on the role of regional heads in streamlining development implementation in Nabire Regency, which requires a deep understanding of the community's experiences, perceptions, and social dynamics.

3.2 Research Location and Time

Lokasi penelitian berada di Distrik Nabire, Kabupaten Nabire, Papua Tengah. Distrik Nabire dipilih secara purposive bukan hanya karena merupakan pusat pemerintahan dan ekonomi kabupaten, tetapi juga karena menjadi wilayah paling terdampak oleh kebijakan pembangunan kepala daerah. Sebagai ibu kota kabupaten dan pusat aktivitas setelah pemekaran Provinsi Papua Tengah, dinamika pembangunan di Distrik Nabire merepresentasikan arah pembangunan kabupaten secara keseluruhan. Oleh karena itu, lokasi ini secara teoritis relevan untuk menilai efektivitas peran kepala daerah. Waktu penelitian dilaksanakan pada November–Desember 2022.

3.3 Research Subjects and Informants

Informants were selected using purposeful sampling and snowballing techniques, selecting respondents who had relevant knowledge and experience regarding the research topic (Subhaktiyasa, 2024)

Composition of research informants:

- a. Coastal Indigenous Peoples (Biak and Serui tribes): 20 people
- b. Highland Indigenous Peoples (Mee and Dani tribes): 20 people
- c. Migrant communities: 15 people
- d. Religious leaders (Islam, Protestant, Catholic, Buddhist, Hindu): 5 people

A total of 60 informants were interviewed in-depth.

3.4 Data Collection Techniques

Data is collected through several techniques:

- a. In-depth interviews with a semi-structured guide
- b. Participatory observation, which is direct observation of development conditions and public facilities
- c. Documentation, including data from BPS (Statistics Indonesia), regional government reports, and related documents

3.5 Data Analysis Techniques

Data analysis is performed using the interactive model by Kusumah, Soehardi, and Lidya (2022), which includes data reduction, data presentation, and conclusion drawing and verification. This model is chosen because it is theoretically capable of capturing the social dynamics and complex, layered, and contextual development processes. The Miles & Huberman framework is effective for processing rich qualitative data and displaying patterns of relationships between actors, making it highly relevant for regional leadership research.

To enhance credibility, source and method triangulation are used. Data analysis is carried out qualitatively using the interactive model by Kusumah et al. (2022) which consists of three stages:

- a. Data reduction, which is the process of selecting and simplifying data
- b. Data presentation, in the form of descriptive narratives and tables
- c. Conclusion drawing and verification

3.6 Data Validity and Reliability

Data validity is maintained through:

- a. Member check: Confirming interview results with informants
- b. Peer debriefing: Discussion with supervisors
- c. Audit trail: Storing complete research notes

4. Results and Discussion

4.1 General Description of Nabire District

Nabire District is located between $135^{\circ}30' - 135^{\circ}38'$ East Longitude and $3^{\circ}17' - 3^{\circ}27'$ South Latitude, covering an area of 127.00 km². Although it is the smallest district in Nabire Regency, Nabire District has the highest population density, reaching 778.35 people/km² in 2021. This district consists of 9 urban villages (kelurahan) and 3 villages (kampung), with a total population of 89,148 people in 2021. As the administrative and economic center of Nabire Regency, this district has relatively complete educational facilities, with an average of 31 kindergartens (TK), 30 elementary schools (SD), 18 junior high schools (SLTP), 22 senior high schools (SLTA), and 5 universities during the period from 2009 to 2022. The population composition shows high heterogeneity, with the majority being Protestant Christians (45%), Muslims (33.3%), and Catholic Christians (21.7%).



Figure 1. Map of Nabire Regency Location, Central Papua

Source: <https://www.nabire.net/tentang-nabire>

4.2 The Role of Regional Leaders in Effectively Implementing Development

The research findings indicate that the role of the regional head is very significant in enhancing the effectiveness of development implementation in Nabire Regency. This is evident from the stark contrast between the development conditions during the previous leadership period (2010-2020) and the current leadership period (2021-2026).

4.2.1 Improvement of Infrastructure and Public Facilities

Informant Cepi Marey (47 years old) stated:

"The Kalibobo Market, which is the central market in Nabire City located in Nabire District, if it weren't for the current Regent, the road would not be as smooth and clean as it is now. All of this depends on the official (the regent)."

Rivaldo Lemans (33 years old) added:

"The Kalibobo Market, which we, the residents of Nabire District, used to avoid due to its damaged and dirty roads, has now been effectively revitalized. Kalibobo Market is now frequented by the residents of Nabire City."

Improvements in public facilities are not limited to markets, but also include road repairs within the city, urban space organization, and the construction of a monument that has become the city's icon..

4.2.2 Courage to Make Strategic Decisions

One indicator of the regional leader's effective role is the courage to make strategic and innovative decisions. Cepi Marey stated:

"The Regent needs courage to innovate in development for a better change. For example, the current Regent was opposed by many when he decided to remodel the monument in front of the Regent's Office, but now, after it was completed, the community appreciates it, and the city is beautifully organized."

Eduard Peranginangin (33 years old) added:

"The current regional leader indeed has to work extra hard. The regional apparatus (SKPD) appointed by him (the Regent) are his extensions to realize his vision and mission in the community."

4.2.3 Impact on the Local Economy

Amirulah Abdullah (51 years old), a trader, provided the following testimony:

"For the past few years, sales have been slow because there has been no development. But now, with the current regional leader, there is hope for Nabire Regency to develop, especially now that it has become a province."

Camelia Prayogi (48 years old) explained:

"The flow of money circulating in the community mostly comes from the income received by the local government employees. So, if there are problems in the government, the impact will surely affect the economy of Nabire Regency."

4.3 Human Development Index (HDI) Analysis

4.3.1 HDI Development in Nabire Regency

Data from BPS Papua Province show that the Human Development Index (HDI) of Nabire Regency increased from 67.55 in 2017 to 68.41 in 2022, with an average growth rate of 1.26% during this period. Interestingly, there was an acceleration in the increase of HDI during the 2021-2026 leadership period. The average HDI for the period 2017-2020 was 67.83, which rose to 68.33 during the 2021-2022 period.

Table 1. Human Development Index in Nabire Regency and Other Regencies in Papua Province, from 2017 to 2022

No	Year	Nabire	Jayapura	Biak Numfor	Mimika	Merauke
1	2017	67,55	67,47	66,87	71,93	67,70
2	2018	67,72	68,66	68,00	72,06	67,77
3	2019	67,97	68,93	68,20	72,27	67,93
4	2020	68,06	68,94	68,25	72,32	68,20

5	2021	68,15	68,94	68,29	72,36	68,15
6	2022	68,41	68,95	68,50	72,57	68,81
Average		67,98	68,65	68,02	72,25	68,09
$\Delta (\%)$		1,26%	2,15%	2,38%	0,88%	1,61%

Source: Secondary data, BPS Papua Province 2022, processed by the author

4.3.2 Life Expectancy (AHH)

The Life Expectancy in Nabire Regency shows a positive trend, with an average of 67.99 years (2017-2022). The growth of AHH by 1.40% indicates improvements in the public health quality. Felix Tompodung (39 years old) made an important note:

"We can't always expect government assistance, because the government's ability to build is limited. The healthy lifestyle of the community depends on the community itself."

Adrian Meraudje (31 years old) emphasized:

"If life expectancy is fundamentally based on health, then health cannot be seen only from a biological perspective, but also from the facilities and health services."

4.3.3 Expected Years of Schooling (HLS)

The HLS in Nabire Regency shows a significant increase from 10.86 years (2017) to 12.44 years (2022), with the highest growth compared to other regencies in Papua (12.7%). The acceleration occurred in the 2021-2022 period, with an average HLS of 12.31 years, much higher than the 2017-2020 period, which was only 11.38 years.

4.3.4 Mean Years of Schooling (RLS)

The RLS in Nabire Regency shows an increase from 9.49 years (2017) to 10.04 years (2022), with a growth of 5.48%.

4.3.5 Per Capita Expenditure

The per capita expenditure in Nabire Regency shows an average of 9,010 thousand rupiah (2017-2022), still much lower than Mimika (11,684), Jayapura (10,118), Merauke (10,321), and Biak Numfor (9,865). The growth in per capita expenditure was only 0.63%, the lowest compared to other regencies. Wardana Ali (45 years old) provided a critical view:

"Effective, but only applicable at the time, and effective in terms of sustainability. This is what needs to be properly understood."

4.4 Challenges and Obstacles

This study identifies several challenges::

4.4.1 Data Limitations

Kornelia Subekti (22 years old) pointed out:

"I often search for data on the Nabire Regency Statistics Agency website. Many pages are missing data in villages or sub-districts, which differ significantly from the data at the Nabire Regency BPS."

4.4.2 Dependence on Government Assistance

Martina Awek (25 tahun) menjelaskan:

Martina Awek (25 years old) explained:

"Relying on BLT (Cash Social Assistance) alone is not enough, which is why the community really hopes the government will pay attention to us, those who don't have permanent jobs. Small and Medium Enterprises (SMEs) and creative economies are unclear because people don't fully understand them."

4.4.2 Cultural Factors and Community Participation

Suryadi Latif (55 years old) emphasized:

"If one of the requirements for determining life expectancy is public health, then a healthy lifestyle is the main requirement, in my opinion... cultural factors and education level also affect the life expectancy of a region."

Suroto (38 years old) added:

"The Micro, Small, and Medium Enterprises program has been running, but in my opinion, it is not effective because it's only about running the program. It should be continuous, as it concerns the welfare of the community."

4.5 Discussion of Research Findings

In general, the research findings indicate that the role of the Regional Head of Nabire Regency in the 2021-2026 period is very significant in enhancing the effectiveness of development implementation. These findings provide several key contributions:

First, confirmation of the public leadership theory. The findings support the view that effective public leadership in regions with limited resources must be adaptive, innovative, and willing to make strategic decisions (Wart, 2013). The courage of the Regional Head in remodeling the monument and revitalizing the Kalibobo Market shows that political will is a key factor in the success of development..

Second, enriching the literature on governance in Papua. This study shows that governance practices in Papua heavily depend on the regional leader's ability to build public trust through tangible infrastructure development outcomes that directly benefit the community. Unlike studies in other regions that emphasize formal participation, in Papua, community participation is more developed through concrete evidence of change Shakira, Ramadhani, Salma, and Azis (2024)

Third, the strategic role of SKPD (Regional Apparatus) as an extension of the regional head. The research confirms that development effectiveness is not only determined by the regional head personally, but also by the capacity and commitment of the SKPD in translating the regional head's vision and mission into concrete programs (Dharsana et al., 2023)

Fourth, the importance of program sustainability. One of the criticisms raised by informants is that many development programs are not sustainable. Programs are considered finished once activities are carried out, even though the long-term impacts have not been measured. This aligns with the findings of Hakim and Hanif (2025) that institutional capacity in underdeveloped regions is still weak in ensuring the sustainability of programs.

Fifth, the urgency of improving data quality. The data discrepancies between the village/urban village level and the district level indicate the need for strengthening the capacity of BPS Nabire Regency. Accurate and easily accessible data is crucial for evidence-based planning.

Sixth, policy implications. There is a need for: (1) capacity building for SKPD staff through continuous training; (2) provision of special budgets for sustainable community empowerment programs; (3) strengthening results-based monitoring and evaluation systems; (4) improving the quality of information systems and development databases; (5) strengthening collaboration with universities and research institutions to support development planning (Palupi & Nariman, 2025)

Table 2. Comparison of Average HDI During Leadership Periods

HDI Component	Period 2017-2020	Period 2021-2022	Increase
Life Expectancy	67,83 years	68,33 years	0,50 years
Expected Years of Schooling	11,38 years	12,31 years	0,93 years
Mean Years of Schooling	9,68 years	10,03 years	0,35 years
HDI	67,83	68,28	0,45

Source: Primary and Secondary Data, processed by the author (2022)

Table 2 clearly shows the accelerated increase in HDI during the current leadership period, particularly in the component of Expected Years of Schooling, which increased by almost 1 year within just 1-2 years. This indicates a strong commitment from the regional leader to the education sector as an integral part of the vision "Nabire Safe, Independent, and Prosperous."

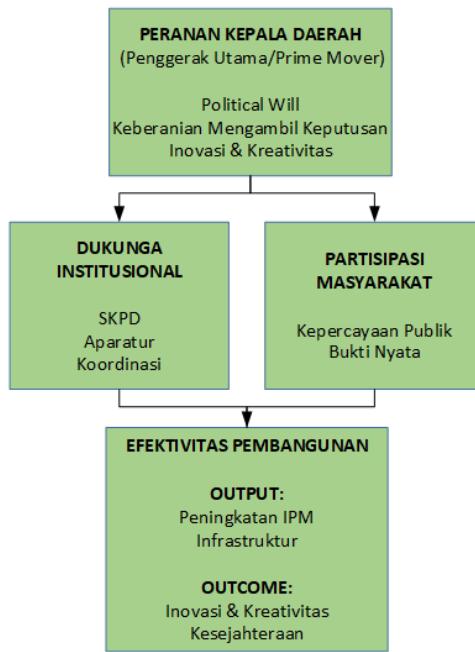


Figure 2. Model of the Role of Regional Leaders in Effectively Implementing Development in Nabire Regency

Source: Research Findings (2022)

The model above illustrates that the role of the regional leader functions as the prime mover, integrating three key elements: (1) Leadership Capacity, which includes courage, innovation, and political will; (2) Institutional Support through SKPD and apparatus; and (3) Community Participation, which is built through tangible evidence of development. These three elements interact to result in an increase in HDI as the output and community welfare as the outcome.

5. Conclusion

5.1 Conclusion

This study analyzes the implementation of the role of the District Head of Wanggar in the administration of general government in Nabire Regency, Central Papua. Using a qualitative case study approach, the research shows that the implementation of the district head's role is uneven across all task dimensions. In the aspect of fostering national insight, community participation remains low, making the district head's role somewhat ceremonial. In fostering unity, the district head is quite effective through coordination with customary and religious leaders. In the aspect of fostering social harmony, the district head acts as a facilitator for interfaith and inter-cultural dialogue, which helps maintain social stability. The role in handling social conflicts is considered fairly successful through a cultural mediation approach, but limited budgets and resources mean that conflict prevention efforts are not yet optimal. In public administration and services, limited staff and technological facilities have hindered optimal service delivery. Meanwhile, in the development of the community economy, the district head functions more as a facilitator due to dependence on the regency's government programs. Overall, the role of the District Head of Wanggar is more prominent in the social aspects compared to the administrative and economic aspects. The key success factor comes mainly from the ability to build collaborations with local figures, while the main barriers come from limitations in human resources and budgets.

5.2 Recommendations

This study has several limitations that need to be considered. First, the focus on only one district, Wanggar, means that the findings cannot be generalized to all districts in Central Papua. Second, the relatively limited number of informants (10 people) means that the perspectives gathered are still partial. Third, the short research time limits the depth of observation, especially regarding the implementation of community economic programs.

Further research is recommended to involve more than one district in order to obtain a more comprehensive view of the role of district heads in various social and cultural contexts. The use of mixed methods could strengthen the validity of findings through a combination of interviews, quantitative surveys, and secondary data analysis. Additionally, future studies could focus on specific aspects, such as the effectiveness of digital-based administrative services or innovations in district leadership to empower the economy in regions with limited resources.

Implications

a. Theoretical Implications

This research strengthens the theory of adaptive public leadership by showing that leadership effectiveness in remote areas is greatly influenced by the capacity of local leaders to manage social diversity, cultural capital, and relationships with customary actors. These findings contribute to the literature on governance in Papua, which has been limited in previous studies.

b. Practical Implications

The findings of this study provide input for strengthening the capacity of district heads, especially in administrative services, conflict management, and economic development innovation. The effective role of social mediation needs to be balanced with institutional strengthening and technological support to prevent potential conflicts.

c. Policy Implications

The research results emphasize the need for policies that strengthen district institutions after the creation of Central Papua Province, including increasing budget allocations, strengthening apparatus, and developing more contextual technical guidelines. These policies are necessary so that district heads can carry out general government functions more effectively and equitably.

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