



## Synergy between the Police, TNI, Local Government, and the Community to Promote Diversity and Improve Security and National Unity in the Papua Region

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### **Abstract**

The aim of this study is to explore how the Indonesian government can promote diversity and improve security and national unity in the Papua region through a collaborative effort between the Police, TNI, Local Government, and the community. This qualitative research involved data collection through interviews, observations, and document analysis. The analysis revealed three strategic approaches to addressing security issues in Papua: the soft approach, culture approach, and hard approach. The study also identified a lack of operational synergy between the TNI-Polri Task Force in responding to the KKB threat in Papua. To enhance operational synergy, the study recommends establishing mechanisms, coordination, integration, synchronization, and synergy of TNI-Polri programs. This can be achieved through increased cooperation and communication, as well as socialization via integrated coordination meetings. The study classifies the factors that contribute to synergy into organizational, policy, and operational categories, based on the level of synergy achieved.

**Keywords:** *Diversification; National Unity; Security; Synergy*

### **Introduction**

The Indonesian government has made significant efforts to strengthen the unity and security of the country. One of these efforts is to address the Papua case, which involves resolving international relations issues from the perspectives of sovereignty and the socialist community. However, despite these efforts, there are still challenges in finding common ground due to normative criticism and political criticism, which have different views on the Papuan conflict. According to the socialist community, the Papuan conflict is a struggle for the human rights of the Papuan people. However, this view may not align with the political interests of the Indonesian government, which considers respect for sovereignty as a

fundamental norm of international relations. This approach reflects a pluralist view and a commitment to national interests at all costs. As a result, Indonesia and the international community may not reach a common ground, and the conflict may persist (Rosyidin et al., 2022). Additionally, Lawson (2016) has suggested that Indonesia's offer to the Papuan people to join the membership of the Melanesian Spearhead Group may be considered a violation of international norms.

Moreover, according to Magayang et al. (2022), the Indonesian government has implemented a security and welfare development approach in the Papua region, aiming to overcome existing threats. This approach involves comprehensive involvement and participation of indigenous Papuans as stakeholders. However, these efforts have not yet yielded satisfactory results. Resosudarmo et al. (2014) have also pointed out that despite positive economic growth, the development of security and welfare in the region has not been effective due to complex and unique problems, such as poverty (Hill, 2021).

To address these challenges, the National Police has carried out the 2022 Cartenz Peace Operation strategy. This strategy prioritizes preemptive and preventive measures through a humanist approach (Patiran et al., 2022). However, there is still a need to improve the competence of the operation to carry out a diversified strategy that can enhance national security and unity.

The research results suggest that efforts to solve the Papua conflict problem have not been successful, and more serious steps are necessary. For example, the implementation of a diversification strategy that can develop appropriate steps, socialize an attitude of nationalism, especially in the Papua border region, and address the vulnerability to threats to national security and unity more effectively.

According to Willis (2022), a diversification strategy involves increasing the quantity and quality of a country's security partnerships to reduce dependence on a single partner. By expanding and strengthening their security ties, middle countries improve their security and strengthen their autonomy. For example, Singapore seeks to expand security ties with other middle countries to strengthen their security and autonomy while reducing their dependence on one partner. Singapore partners with the military power of the United States in the security aspect, while in the economic sector, especially in the aspect of direct commercial and trade relations, it partners with China.

One of the suggested strategies to address the Papua conflict, as proposed by Patiran et al. (2022), is to implement a diversification strategy to improve security, resilience, and national unity. Based on a comparative study of the Papua conflict, Vietnam, the United Arab Emirates, and the Southern Philippines, conducted by McDougall (2021), it was found that these conflicts share similarities. Druce (2016) has pointed out that conflict resolution in the Southern Philippines was achieved through a peace agreement called the Bangsamoro Comprehensive Agreement. Therefore, it may be helpful to consider such agreements when designing a diversification strategy to solve the Papua conflict.

Referring to the research review conducted by Lai (2005), there are similarities between the Papuan conflict and the conflict in the Chinese region, now referred to as the state of China. Both conflicts stem from regional inequality, which causes underdeveloped economic growth, ethnic tensions, and a lack of strategic resources. Lai explained that China resolved its conflict through the Western Development Program, which focused on national security, unity, and economic growth. By prioritizing national unity and security, China was able to contain ethnic separatist groups, maintain control over inland areas (especially ethnic minority areas), preserve territorial integrity, and secure the supply of strategic resources, including oil and gas, which were vital to the nation's economic survival.

Various research studies have demonstrated the effectiveness of adopting diversification strategies to achieve national security and unity. To apply this strategy to solve existing problems in the Papua region, the synergy of all elements of society is essential to create a safe and united region. The purpose of this collaboration is to foster productive and harmonious cooperation and partnerships with

other elements of society, leading to optimal, useful, and quality performance. As stated by Wahyudi (2018), the development of an area requires close cooperation from all components of society. Purnama et al. (2019) have also noted that collaboration with various parties is a way to achieve the goal of a world-class military academy. Similarly, Rahajeng & Manaf (2017) have emphasized that synergy is crucial for realizing the sustainability of government programs or policies.

To achieve success in implementing a strategy or government policy, synergy is crucial (Hutabarat et al., 2022). Therefore, the proposed solution for resolving conflicts in the Papua region is to adopt a diversification strategy approach, supported by the synergy between all elements of society, including the Police, TNI, Local Government, and the Community, to enhance security and national unity in the region.

From the previously described problem, the main objective of this research is to explain how collaboration between the Police, TNI, Local Government, and the community can serve as a diversification strategy to improve security and unity in the Papua region. This research aims to elucidate the Indonesian Government's diversification strategy that can be applied to enhance security and national unity in the Papua region, the synergy efforts of the Police, TNI, Local Government, and the Community that can be undertaken to support the diversification strategy in improving security and national unity in the region, as well as the factors that influence the synergy of the Police, TNI, Local Government, and the Community, which can be addressed to support the diversification strategy in improving the security and unity of the nation in the Papua region.

## ***Literature Review***

### **Synergy**

The concept of synergy is described as a theory that involves creating new cooperative structures in systems with nonlinear dynamics. These structures cannot be obtained simply by adding subsystem properties. Synergy refers to cooperative effects of all types, from inanimate phenomena in physics to the synergy in the world of human technology (Martin, 2016). In general terms, synergy is defined as the increased effectiveness that results when two or more people or businesses work together. Synergy is also described as the behavior of a whole system that cannot be predicted by the behavior of its parts, taken separately.

### **Diversification**

Diversification is a strategy that involves adopting two main strategies available to small countries simultaneously in a smart and constructive approach. This strategy is considered smart because it helps to reduce the risks that a country faces by utilizing the scope and diplomatic means of its power to compensate for its weakness in the realm of military power (Sherwood, 2016).

### **Security**

Security refers to a state that is free from threats or disturbances, both physically and psychologically, ensuring the safety of life and property from all types of dangers and disturbances that may arise (Djamin et al., 2006). Meanwhile, according to (Lippmann, 2004), security is explained as the state of a nation that is not forced to sacrifice vital values that it considers important, avoiding the threat of war, and if a country is forced into a state of war, it can emerge as the victor.

### **Concept of National Unity**

National unity can be defined as a condition in which all citizens, regardless of their ethnicity, religion, and region, live together in peace as one united nation and give full support to the national identity based on the Constitution and national ideology. According to Chang et al. (2013), national unity refers to a social condition in which all citizens, despite their diverse ethnic, religious, and regional backgrounds, live together in harmony as one unified nation, in accordance with the National Ideology.

### **Strategic Management Theory**

Strategic management theory is a set of suppositions, propositions, or ideas that aim to explain the origins, evolution, principles, and application of strategic management. This theory mainly comes from a systems perspective, contingency approach, and information technology approach to enterprise management. According to McGahan (2022), strategic management theory was born from a combination of theories, such as transaction cost economics, organizational economics, capability-based views, resource-based views, corporate behavior theory, agency theory, evolutionary theory, mental models, value-based strategies, network analysis, eco-systems theory, non-market strategies, real options, innovation studies, bounded rationality, conformity theory, path dependence, human capital, stakeholder theory, and corporate social responsibility, among others. Researchers have empirically verified, extended, and developed each of these theories using various methods, including qualitative and quantitative analysis, resulting in improvements in strategic management theory.

### **Diversification Theory**

Diversification is a fundamental concept in many fields, including financial economics, decision theory, sociology, consumer theory, economic growth, genetics, and evolution. From a broad perspective, diversification theory conveys the idea of introducing variation to a set of objects derived from a paradigm. In the context of economics, Bernoulli may have been the first to formally debate the benefits of diversification. Once a firm decides to diversify, it should choose a market that provides a competitive advantage to the firm. A firm can gain such an advantage if it has skills or resources that can be transferred to the new market. Resources have become a significant concern and are recognized as one of the important factors capable of explaining diversification (Mahmoud, 2017).

### **Framework of Thinking**

Motivated by the ongoing Papuan conflict and its potential threat to national security and unity, this research aims to explore a diversification strategy that could be implemented by the Indonesian government to address the conflict. Drawing on previous research, the study also seeks to identify the synergy efforts that could be undertaken by the police, military, regional government, and community to support the diversification strategy and improve security and national unity in the Papua region. Additionally, the study aims to analyze the various factors that may influence the success of the strategy.

The analysis aims to provide insights into the most effective security model that involves partnerships with various stakeholders to secure the Papua region. Similarly, to promote national unity, the study looks to past agreements, such as the KMB agreement, as a potential model for fostering togetherness among Indonesians. Ultimately, the study seeks to provide recommendations for resolving the Papuan conflict through improved security and national unity.

In summary, this research aims to provide a framework for addressing the Papuan conflict through a diversification strategy that takes into account the input and efforts of various stakeholders. The study's output aims to provide a model for security defense and national unity that can be applied to resolve the conflict.

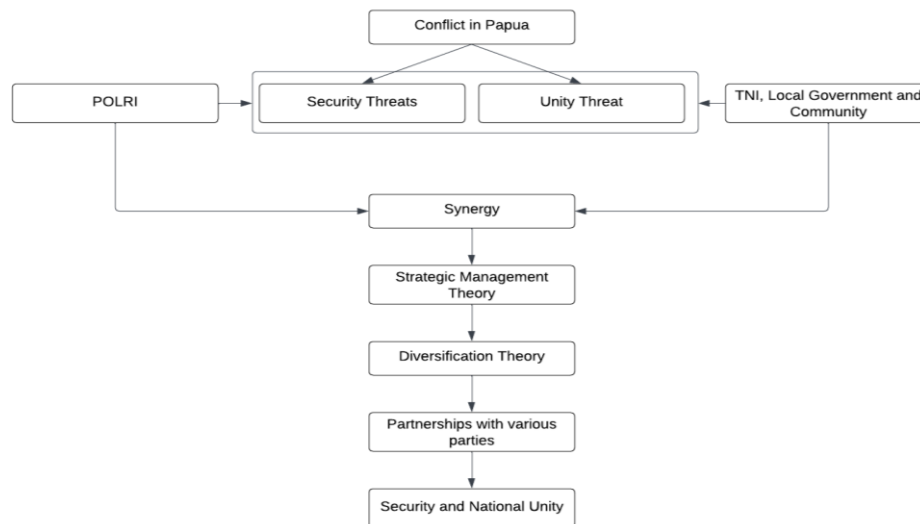


Figure 1. Conceptual Framework

### Research Method

This study employs a qualitative research design. The data sources used in this study include primary and secondary data sources (Sugiyono, 2012).

Primary data sources consist of interviews with key informants who have first-hand knowledge and experience of the Papuan conflict, including the following:

- 1) Kapolres Boven Digoel, AKBP I Komang Budhiarta, SIK
- 2) Danramil Commander of Koramil (Danramil) 1711-13/GTR, Major Infantry Napoleon Maseserai
- 3) Head of Jair District, Bovendigoel Regency, Yustisianus K. Wiwaron. S. STP
- 4) Community Leader, Thomas Tenarop
- 5) Waropko Police Chief of Bovendigoel Police, IPTU Makmur Maming
- 6) Head of Intelkam of Bovendigoel Police Station, IPTU Yanurius Lindep, SH
- 7) Immigration Officer at the border of Indonesia and Papua New Guinea, Verdian

Secondary data sources, on the other hand, are obtained through document analysis. The documents include various sources related to the diversification strategy of the Government of Indonesia that can be applied in improving security and national unity in the Papua region, synergy efforts of the Police, TNI, Local Government and the Community that can be done to support the diversification strategy in improving security and national unity in the Papua region, and factors that influence the synergy of the Police, TNI, Local Government and the Community that can be done to support the diversification strategy in improving security and national unity in the Papua region. The document analysis will also include some supporting data related to the object of this research.

In this research, various data collection techniques were utilized, such as interviews, observations, and document studies, to examine the synergy between the Police, TNI, local government, and the community in implementing diversification strategies to enhance national unity and security in the Papua region. Data analysis was performed using several techniques, including data triangulation stages consisting of data reduction, data validation, and data presentation. The objective of data triangulation was to combine different techniques and data sources to ensure the validity and reliability of the results. This was accomplished through data reduction, presentation, and drawing conclusions based on the analysis (Sugiyono, 2016).

## ***Result and Discussion***

### **The Indonesian Government's Diversification Strategy That Can Be Applied in Improving Security And National Unity in the Papua Region**

In the competitive strategy quadrant, a diversification strategy refers to a strategy implemented by an entity to expand its business through the establishment of new subsidiaries or business units either within or outside its existing business scope. This can be done within the same business scope or a different one.

#### **a) Strategy for Preventing the Internationalization of the Papuan Conflict through Resolving the Roots of the Papuan Conflict**

Efforts to internationalize the Papua conflict are aimed at expanding and increasing the power of countries with interests in Indonesia. This poses a threat to state stability and must be addressed immediately to maintain security. To break the chain of opportunities for foreign countries to enter the internal conflict in Papua, the strategy needed is to resolve the Papuan conflict first. It requires a commitment from the Indonesian government to tackle the problems that plague Papua. With the resolution of the Papua conflict, foreign countries will not have connections and issues to raise in the international sphere.

#### **b) Efforts to prevent the internationalization of the Papuan conflict through Track One Diplomacy**

In the Game Theory approach, situations where at least one actor can only act to maximize its functions and uses by anticipating responses to its actions by one or more actors are called "games". All actors involved in the game are called "players". Game Theory explains a condition where an interaction between one player and another (whether it's only 2 players or more) results in non-optimal functions and uses of these players. Von Neumann and Morgenstern explained that the more players participating in the game, the more complexity of the players (Erickson, 2012).

To create an appropriate foreign policy strategy to prevent the internationalization of the Papua conflict, a mapping of the players involved in the international political game is needed. In the dynamics of efforts to internationalize the Papua conflict, several rational actors participate in the international political game. These actors include the United Nations, the Melanesian Spearhead Group, the Pacific Island Forum, and New Zealand.

By utilizing Indonesia's strategic position in foreign policy in the Pacific region, Indonesia can conduct foreign policy with both direct and indirect approaches. The recommended foreign policy should be based on the political situation in the Pacific region, Indonesia's relationship with New Zealand, and efforts to improve international campaigns within the United Nations.

There are three strategic approaches to addressing the security situation in Papua. The first approach is the "soft approach," which includes territorial development and social communication. The second approach is the "cultural approach," which involves religious, community, and youth leaders in the solution. Meanwhile, the third approach is the "hard approach," which relies on strict operations in areas that are vulnerable and face armed criminal groups (KKB) and terrorist separatists.

According to Hikam (2016), there are four ideal programs for the development of deradicalization in Indonesia, namely: "The first program is to increase political support for deradicalization programs from all elements of the nation, both state administrators and citizens throughout Indonesia. The second program is the establishment of new laws and regulations and changes to existing laws and regulations to support counterterrorism and deradicalization programs in an integrated, comprehensive, integral-

integrative, and sustainable manner. The third program is to improve and expand deradicalization programs and their socialization by involving civil society throughout Indonesia as well as strengthening synergy with the government both at the central and regional levels in planning, implementation, evaluation, and supervision as well as financing. The fourth program is to strengthen coordination between all stakeholders in countering terrorism at the central and regional levels, especially to optimize deradicalization programs in civil society by strengthening effective coordination."

Basically, the Papua conflict is an internal conflict that cannot be interfered with by the international community. Papua is part of Indonesia's sovereignty, and rational actors from other countries cannot intervene due to respect for the principle of non-intervention from the United Nations. However, these efforts are still being echoed in various ways, such as raising the Papua case to the UN General Assembly.

Accelerating the revision of the Special Autonomy Law can be an opportunity for the government to increase the effectiveness of accelerating development in Papua. Dialogue is one of the ways in conflict resolution efforts. With dialogue, perceptions can be equalized, and a way can be found to resolve conflicts. Based on research, one of the obstacles to dialogue is the difference in perception between the government and the Papuan people. Strengthening diplomatic relations between Indonesia and New Zealand can open diplomatic doors with the Melanesian Spearhead Group (MSG).

## **Synergy Efforts of The Police, TNI, Regional Government and the Community That Can Be Carried Out to Support a Diversification Strategy in Improving Security and National Unity in the Papua Region**

In an effort to maintain the sovereignty of the Republic of Indonesia and eradicate terrorism in Papua, the TNI and POLRI play important roles. In carrying out this task, the perspective of policy and value-based criminal law reform is the basis. The policies taken include the establishment of Law Number 5/2018 on the "Eradication of Criminal Acts of Terrorism" and the issuance of Presidential Regulation on the involvement of TNI in the eradication of terrorism. In the context of the involvement of TNI and POLRI, values related to "state ideology, state security, state sovereignty, human values, as well as aspects of community life, nation, and state that are transnational, organized, and have specific goals" are also taken into consideration. Nevertheless, the principle of law enforcement must still be prioritized in carrying out the task of eradicating terrorism (Sugiyono, 2015).

As of 2019 until now, the National Police has issued three assignment orders codenamed Operation Nemangkawi, with the aim of maintaining security and public order in Papua and enforcing the law against KKB or "armed criminal groups" that endanger security (Junaidi & Prakoso, 2021). The task carried out by the National Police is very heavy and high risk, as seen from a series of terrorist bombings, kidnappings, killings of security forces and citizens, as well as damage to public facilities in the Papua region and attacks on police headquarters. To fulfill the demands of accountability as "professional and reliable law enforcers, servants, and protectors of society," the National Police is assisted by the National Police Korbrimob and other units (Zakariya et al., 2019).

In Police Law Article 15 paragraph 1 letter (b), it is stated that "Polri is authorized to assist in resolving community disputes that may disrupt public order." The Law on Social Conflict Management regulates in detail the resolution of disputes or conflicts, including efforts to "stop physical violence, determine the Status of Conflict, and take emergency measures to protect and rescue victims." In addition, the TNI can also be involved to provide assistance and strength if needed (Syahroni et al., 2021). In the context of Papua, the synergy between TNI and Polri is very important to achieve the objectives of security operations (Prakoso et al., 2021).

To enhance the collaboration between TNI and Polri in addressing the issue of Papua, there are specific steps that can be taken. Firstly, increasing support from multiple stakeholders for the participation of TNI-Polri, by establishing regulations governing their roles in handling KKB in Papua, ensuring a shared understanding of these tasks, and providing necessary resources such as facilities and infrastructure (Prakoso & Risman, 2021). This process involves various stages such as determination, assessment, coordination, instruction, preparation, issuance, evaluation, proposal, discussion, revision, ratification, socialization, and collaboration with relevant parties. In practical terms, several forms of cooperation can be carried out, including joint meetings, cooperative formats, partnerships with relevant ministries, universities, and social conflict observation groups, aimed at achieving effective conflict resolution.

Secondly, to strengthen the collaboration between TNI and Polri in managing the Papua issue, several measures can be implemented. These include increasing support from stakeholders for TNI-Polri's involvement through the creation and implementation of regulations that define their roles in handling KKB in Papua, fostering a shared understanding of these duties, and providing the necessary resources. To overcome the challenges, (Lebo et al., 2021) recommend various methods and tools, including determination, assessment, coordination, instruction, preparation, publication, evaluation, proposal, discussion, revision, ratification, socialization, and cooperation. In addition, utilizing joint meetings, cooperative formats, and collaborations with relevant ministries, universities, and social conflict observation groups can also be useful.

To address the KKB in Papua, TNI-Polri can adopt the soft power approach by implementing several measures, such as: Firstly, clarifying the history of Papua's integration into Indonesia. Secondly, carrying out counter-propaganda and internationalization activities in Papua. TNI-Polri can employ coordination, counseling, communication, cooperation, and socialization methods to achieve this objective. Additionally, joint meetings, educational institutions, creative social communities, policies and regulations, political education, and discussion forums can be utilized as effective tools (Kusuma et al., 2021).

Lastly, it is vital to strengthen the cooperation between TNI-Polri and social institutions to build a robust Papuan society. To achieve this goal, TNI-Polri can promote patriotism among Papuans and provide joint education programs with social institutions in Papua. To facilitate this process, communication, coordination, education, discussion, revision, socialization, and evaluation methods can be utilized. Other effective methods include the foster parent program, community forums, NKRI mass organizations in Papua, youth organizations, foster camps, and other similar initiatives. This collaborative approach aims to enhance the effectiveness of TNI-Polri and social institutions in dealing with the KKB in Papua.

### **Factors Affecting the Synergy of the Police, TNI, Local Government and the Community That Can Be Carried Out to Support a Diversification Strategy in Improving Security and National Unity in the Papua Region.**

The need to maintain linkages in dealing with the complex threats in the Papua region is emphasized as a key reason for establishing operational, policy, and organizational linkages. These linkages are crucial for addressing the issues affecting Papua, and have been identified through discussions with various agencies. It is important to consider factors that may affect these linkages at all levels, in order to ensure their effectiveness in the region. This requires a careful examination of issues that may impede the development of effective linkages, so that they can be addressed and overcome.



## a) Organizational Synergy

### 1) Regular Meetings

Cooperation between the police, TNI, local government, and community in the Papua region has successfully created synergy at the organizational level. To improve security, synergy between the Boven Digoel Police Chief, Danramil Commander (Danramil) 1711-13/GTR, Jair District Chief, community leaders, Waropko Police Chief of Bovendigoel Police, Head of Intelkam Police of Bovendigoel Police, and Immigration Officers of the Indonesian and Papua New Guinea Border is implemented. Periodic evaluations are carried out to maintain and continuously improve the synergy.

Major Infantry Napoleon Maseserai, as Danramil Commander (Danramil) 1711-13/GTR, revealed that "in facing complex security threats in the Papua region, coordination between stakeholders is carried out intensively." Routine communication and discussions are carried out regarding problems and appropriate solutions in dealing with various challenges that arise in the Papua region. The same thing was also conveyed by the Boven Digoel Police Chief, AKBP I Komang Budhiarta, SIK, who stated that meetings such as forkopinda or regional leadership communication forums are often held to maintain the synergy between stakeholders.

### 2) Fulfillment of Facilities and Infrastructure

The Waropko Police Chief of Bovendigoel Police, in fact, found obstacles in efforts to prevent violations of the law at sea because criminals use sophisticated means of transportation that are difficult to detect, such as fast boats that can easily reach the Papua region. According to IPTU Makmur Maming, Waropko Police Chief of Bovendigoel Police, another obstacle faced in the field is that several targets are handled by multiple institutions or agencies, making it difficult to determine the problems that each agency must resolve. However, if each agency can carry out its duties properly, this will not be a problem and can provide more coordinated security.

### 3) Improving Human Resources

To facilitate the process of sharing information among related agencies, the Border Immigration Officers of Indonesia and Papua New Guinea established a fusion center. The analysis process carried out by Bakamla includes data collection, display, correlation, and dissemination. To ensure the process's effectiveness, it is necessary to have reliable resources for proper data collection and processing. In their interview, the Immigration Force at the Indonesia-Papua New Guinea border cited the limited number of personnel as the main factor affecting synergy at the organizational level. To overcome this issue, it is crucial to increase not only the quality but also the quantity of available resources.

The results of the interviews highlight several factors that influence synergy at the organizational level. Firstly, regular meetings are essential for evaluating synergies and finding new solutions and strategies to face increasingly complex challenges. Secondly, adequate facilities and infrastructure are necessary for optimal maritime security surveillance, both domestically and internationally. Thirdly, improving the quality and quantity of human resources is crucial to facing international challenges more reliably and creatively. Lastly, reducing sectoral ego is necessary to maintain good cooperation between agencies. If each agency prioritizes its own interests, the ultimate goal of synergy will not be achieved.

To further enhance organizational synergy, it is important to prioritize these factors and work collaboratively towards their implementation. Regular evaluations and discussions should be conducted to ensure that each agency is meeting its responsibilities and that collective goals are being achieved. Adequate resources should be allocated to improve facilities and infrastructure, while efforts to enhance the quality and quantity of human resources should be ongoing. Finally, a culture of collaboration should

be fostered, with agencies encouraged to work together towards common goals.

## b) Policy Synergy

The joint patrol program is one of the rules that has been implemented to facilitate information exchange between agencies and enable accurate problem analysis. Currently, immigration officers at the Indonesia-Papua New Guinea border are legally responsible for security in the Papua region. However, the lack of a clear agreement to regulate the relationship between stakeholders has been a hurdle in working together effectively, as pointed out by Mr. Verdian, who is in charge of the Immigration post on the border. Therefore, it is crucial to create a cooperation document by the Headquarters that clearly outlines the guidelines for working together with agencies in the Papua region.

Several factors influence synergy at the policy level, including the need for a clear cooperation agreement between stakeholders to ensure smooth communication among all parties. Additionally, a leading sector is necessary to facilitate the security process in the field, given the complexity of the Papua region. To monitor foreigners, Immigration has a PORA Team that follows the rules of Government Regulation Number 26 of 2016, which amends government regulation number 31 of 2013, concerning the implementation of Law Number 6 of 2011 concerning immigration. In the future, it is hoped that there will be a cooperation agreement or policy that can combine the 13 agencies involved in securing the Papua region at sea.

## c) Operational Synergy

### 1) Information Exchange

Integrated cooperation between institutions is crucial for achieving synergy at the operational level. One of the effective ways to achieve this is through routine cooperation between institutions, as done by Bakamla which has successfully increased the effectiveness of maritime security. Similarly, Immigration has formed a PORA team, consisting of multiple agencies, to conduct more comprehensive surveillance of foreigners. In the Papua Region, Immigration officers collaborate frequently with TNI-Polri to implement security measures.

### 2) Coordinated Patrols

Coordination of patrols at the central level is currently conducted by the TNI Headquarters. To implement the coordinated patrol policy, the PORA team has been established, operating in accordance with applicable regulations. Coordinated patrols are one of the forms of security in the western region, along with activities carried out by each agency in the region according to their duties and responsibilities. By working together in coordinated patrols, agencies can achieve greater efficiency and effectiveness in securing the region.

To enhance operational synergy, several factors must be considered. One such factor is the effective exchange of information among the involved agencies. This can lead to efficient monitoring and countering of security threats in the Papua region. Bakamla RI has done an excellent job in this regard, as they share the information obtained with other related institutions. Another crucial factor is the implementation of coordinated and sustainable patrols, which can offer valuable experience and learning opportunities, and may become a future strategy to deal with threats. At present, coordinated patrols are being conducted as per policy through the PORA Team. By considering these factors, operational synergy can be greatly improved, and the agencies involved can work together more effectively to ensure security in the Papua region.

## Conclusion

To address the security situation in Papua, three strategic approaches can be taken. The first approach is the soft approach, which focuses on building good territorial and social relations through effective communication. The second approach is the cultural approach, which involves working with religious, community, and youth leaders. The third approach is the hard approach, which employs decisive operations in areas with a high risk of armed criminal groups or terrorist separatists.

While the TNI-Polri Task Force has engaged in respectful communication in dealing with the KKB threat in Papua, the operational synergy between the two is still not optimal. To improve the synergy of operations, several mechanisms must be employed, including coordination, integration, synchronization, and TNI-Polri programs in dealing with KKB in Papua. This can be achieved through increased cooperation, coordination, counseling, communication, and socialization via integrated coordination meetings.

Various factors can affect synergy, which can be classified based on the level of synergy. Organizational synergy can be improved by conducting regular meetings between agencies, ensuring adequate facilities and infrastructure, and increasing human resources in various agencies. Policy synergy requires the existence of a clear MoU to regulate stakeholder authority, allowing communication to be carried out effectively. Operational synergy relies on good information sharing and continuous coordinated patrols to monitor security threats in the Papua region and learn from experiences. By employing these strategic approaches and addressing the factors that affect synergy, the agencies involved can work together more effectively to ensure security in the Papua region.

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