



Intra-Organizational Collaboration within the Police Force for Strengthening Social Stability in Central Papua

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Submitted: 29-07-2026 || Review 03-08-2026 || Revision 07-08-2026 || Accepted 12-08-2026

Abstrak

Stabilitas sosial di Papua Tengah menghadapi tantangan yang kompleks akibat kondisi geografis, dinamika keamanan, dan tingginya potensi konflik. Dalam konteks tersebut, sinergi internal organisasi kepolisian menjadi faktor penting dalam meningkatkan efektivitas pemeliharaan keamanan dan ketertiban masyarakat. Penelitian ini bertujuan menganalisis pola sinergi internal organisasi kepolisian, kontribusinya terhadap stabilitas sosial, faktor pendukung dan penghambat, serta strategi penguatannya di Papua Tengah. Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus. Data dikumpulkan melalui wawancara mendalam, observasi, dan studi dokumentasi terhadap informan yang berasal dari unsur pimpinan, fungsi operasional, intelijen, pembinaan masyarakat, serta pemangku kepentingan terkait. Analisis data dilakukan menggunakan model interaktif Miles, Huberman, dan Saldaña. Hasil penelitian menunjukkan bahwa sinergi internal diwujudkan melalui koordinasi lintas fungsi, sistem komando berjenjang, pertukaran informasi intelijen, serta pelaksanaan operasi terpadu yang mendukung respons cepat terhadap gangguan keamanan. Efektivitas sinergi dipengaruhi oleh kepemimpinan, komunikasi, dan komitmen organisasi, sedangkan keterbatasan infrastruktur komunikasi, kondisi geografis, dan dinamika keamanan menjadi hambatan utama. Penguatan teknologi informasi, peningkatan kapasitas sumber daya manusia, serta pengembangan kepemimpinan kolaboratif diperlukan untuk memperkuat sinergi internal sehingga mampu mendukung terwujudnya stabilitas sosial yang berkelanjutan di Papua Tengah.

Kata kunci: sinergi organisasi; kepolisian; stabilitas sosial; koordinasi internal; Papua Tengah.

Abstract

Social stability in Central Papua faces complex challenges arising from geographical constraints, security dynamics, and the persistent risk of social conflict. In this context, internal organizational synergy within the police force plays a critical role in enhancing the effectiveness of public security and order. This study aims to analyze the patterns of internal organizational synergy, its contribution to social stability, the supporting and inhibiting factors, and strategies for strengthening organizational collaboration within the Central Papua Regional Police. A qualitative case study approach was employed. Data were collected through in-depth interviews, non-participant observations, and document analysis involving police leaders, operational personnel, intelligence officers, community policing officers, and relevant stakeholders. The data were analyzed using the interactive model of Miles, Huberman, and Saldaña. The findings indicate that internal synergy is fostered through cross-functional

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coordination, a hierarchical command system, integrated intelligence sharing, and joint operational activities, enabling timely and coordinated responses to security disturbances. Leadership commitment, effective communication, and organizational cohesion emerged as key enabling factors, while limited communication infrastructure, difficult geographical conditions, and rapidly evolving security challenges remained significant barriers. Strengthening information technology, enhancing human resource capacity, and promoting collaborative leadership are essential to improving organizational synergy and sustaining long-term social stability in Central Papua.

Keywords: *internal organizational synergy; police organization; social stability; inter-unit coordination; Central Papua.*

1. INTRODUCTION

Social stability is a fundamental prerequisite for sustainable development, effective public governance, and community well-being. A stable social environment enables governments to deliver public services, encourages economic activity, strengthens public trust, and reduces the risk of prolonged social conflict. In regions characterized by complex security dynamics, maintaining social stability requires not only adequate law enforcement capacity but also effective coordination within security institutions. Police organizations therefore play a strategic role in preventing conflict, responding to security threats, and fostering constructive relationships with local communities through coordinated operational and preventive measures (Gøtzsche-Astrup et al., 2023; Sedgwick et al., 2021).

In Indonesia, the challenge of maintaining social stability is particularly evident in Papua, where geographical isolation, cultural diversity, socioeconomic disparities, and recurring security disturbances create a complex governance environment. Since the establishment of Central Papua Province, the newly formed regional police organization has faced increasing demands to provide effective public security while simultaneously building institutional capacity. The complexity of security issues in Central Papua cannot be addressed by a single police unit acting independently. Instead, it requires close collaboration among intelligence, criminal investigation, community policing, patrol, special operations, and supporting administrative functions (Sedgwick et al., 2021). Without effective internal coordination, fragmented responses may delay decision-making, reduce operational effectiveness, and weaken public confidence (Mark Linturi & Wilson, 2021).

Internal organizational synergy has increasingly attracted scholarly attention because organizational performance is strongly influenced by the quality of coordination, communication, leadership, and information sharing across organizational units. Recent studies suggest that organizations with strong internal collaboration demonstrate greater adaptability, faster decision-making, and improved service performance (Ren & Wang, 2024; Wang et al., 2021). Within police organizations, internal synergy facilitates integrated intelligence analysis, coordinated operational planning, efficient resource allocation, and timely responses to emerging security threats. These capabilities become particularly important in conflict-prone regions where rapid situational changes require seamless cooperation among multiple organizational functions (Braga et al., 2022; Devlin & Rennó Santos, 2022).

In policing studies, the concept of organizational synergy extends beyond operational coordination. It also encompasses shared organizational values, collaborative leadership, integrated information systems, and mutual trust among personnel. Collaborative organizational culture enables police units to exchange

information more effectively, minimize duplication of tasks, and improve collective decision-making. Leadership also serves as a critical mechanism for promoting cross-functional collaboration by aligning organizational goals and encouraging communication among different operational units (Fatkhurahman, 2023; Troise et al., 2022).

The security context of Central Papua presents unique organizational challenges. Difficult geographical conditions limit transportation and communication networks across districts, while diverse customary systems require culturally sensitive approaches to policing. Furthermore, the coexistence of social conflicts, criminal activities, and armed security disturbances requires simultaneous preventive, persuasive, and law enforcement strategies. These conditions make internal organizational synergy not merely an administrative requirement but an operational necessity for maintaining social stability. Consequently, understanding how internal collaboration is developed and implemented within the Central Papua Regional Police becomes increasingly important.

The findings of this study indicate that internal synergy within the Central Papua Regional Police is primarily implemented through hierarchical command structures, regular coordination meetings, integrated operational planning, intelligence sharing, and cross-functional deployment involving intelligence, criminal investigation, community policing, patrol, and special operations units. Leadership commitment and effective communication strengthen organizational collaboration, while geographical barriers, limited communication infrastructure, and rapidly evolving security conditions remain major constraints affecting coordination effectiveness. These findings demonstrate that successful policing in Central Papua depends not only on the capability of individual units but also on the collective performance of the organization as a whole.

To illustrate the research phenomenon, several contextual conditions relevant to internal organizational synergy and social stability in Central Papua are summarized in **Table 1**.

Table 1. Research Phenomena Underlying the Study

Research Phenomenon	Description	Implication for the Study
Complex security dynamics	Social conflicts, public order disturbances, and security threats continue to challenge policing efforts in Central Papua.	Require integrated responses across police functions.
Geographical constraints	Mountainous terrain and remote areas limit communication and operational mobility.	Increase the importance of internal coordination and information sharing.
Organizational complexity	Multiple police units perform different but interdependent operational functions.	Effective synergy becomes essential to avoid fragmented responses.
Community diversity	Strong customary traditions and cultural diversity require collaborative policing approaches.	Community policing must be supported by coordinated internal operations.
Institutional development	The Central Papua Regional Police is a relatively new organization adapting to regional governance changes.	Organizational integration is necessary to strengthen institutional effectiveness.

Source: Authors' compilation based on interview findings and relevant literature (2026)

Although previous studies have examined police coordination, community policing, collaborative governance, and organizational effectiveness, most have focused on inter-agency collaboration or police-community partnerships [SITASI]. Comparatively little attention has been given to internal organizational synergy within police institutions, particularly in regions experiencing complex security environments such as Central Papua. Existing research also tends to examine organizational coordination from administrative or operational perspectives separately, while limited studies integrate leadership, communication, intelligence integration, organizational culture, and cross-functional coordination into a comprehensive explanation of how internal synergy contributes to social stability (White & Fradella, 2020). This gap indicates the need for further investigation into the mechanisms through which internal collaboration strengthens policing effectiveness in challenging regional contexts.

This study is important because maintaining social stability in Central Papua requires more than increasing police resources or operational activities. Sustainable security depends on how effectively different organizational functions work together to anticipate threats, coordinate responses, and build public trust. By examining internal organizational synergy within the Central Papua Regional Police, this study provides practical insights for improving organizational coordination and contributes to the broader literature on public sector management, policing, and organizational collaboration in complex security environments. The findings are also expected to support evidence-based policy development for strengthening police institutional performance in Indonesia.

Based on these considerations, this study seeks to answer the following research question:

How does internal organizational synergy within the Central Papua Regional Police contribute to supporting social stability, and what organizational factors facilitate or hinder its implementation in the context of Central Papua?

2. LITERATURE REVIEW

2.1 Internal Organizational Synergy

Organizations operating in dynamic and uncertain environments increasingly rely on internal collaboration to achieve strategic objectives. Rather than depending solely on the performance of individual departments, organizational effectiveness is largely determined by how well different units coordinate their activities, exchange information, and integrate resources to accomplish shared goals (Gøtzsche-Astrup et al., 2023). This collaborative capability is commonly described as internal organizational synergy, referring to the process through which organizational units work collectively to produce outcomes that exceed the contribution of individual units acting independently (Walter, 2021). Recent organizational studies emphasize that synergy is developed through effective coordination, communication, mutual trust, leadership support, and integrated decision-making processes (Aditya & Kusumastuti, 2023). These elements enable organizations to respond more rapidly to environmental changes while improving operational efficiency and organizational resilience (Gøtzsche-Astrup et al., 2023).

The concept of organizational synergy originates from systems theory, which views an organization as an integrated system composed of interdependent subsystems. According to this perspective, organizational performance depends not only on the effectiveness of individual components but also on the quality of interaction among

those components. Each organizational unit possesses specialized knowledge and responsibilities; however, organizational objectives can only be achieved when these units collaborate through coordinated planning, information sharing, and joint implementation (Aditya & Kusumastuti, 2023). Consequently, synergy is not simply cooperation among employees but represents an organizational capability that integrates people, processes, technology, and leadership into a unified operational system.

Recent public management literature further argues that internal organizational synergy has become increasingly important in public sector organizations due to growing institutional complexity and increasing public expectations (Mendez, 2024; Shams, 2021). Public organizations are expected to deliver responsive, transparent, and integrated services despite operating under limited resources and complex regulatory environments. Under these conditions, fragmented organizational structures often create duplication of responsibilities, inconsistent decision-making, and slower organizational responses. Conversely, organizations characterized by high internal collaboration tend to demonstrate greater adaptability, stronger institutional performance, and improved service quality because information and resources flow more effectively across organizational boundaries (van der Heijden et al., 2025).

Within police organizations, internal organizational synergy represents one of the fundamental determinants of operational effectiveness (Kurniawan, 2023). Modern policing no longer depends exclusively on law enforcement activities but requires continuous collaboration among intelligence units, criminal investigation, community policing, patrol divisions, special operations, and administrative support functions (Aditya & Kusumastuti, 2023). Each organizational unit performs different responsibilities while remaining highly dependent on information generated by other units. Intelligence officers collect and analyze security information, community policing officers build relationships with local communities, criminal investigators process legal evidence, and operational units respond directly to security incidents (Signori et al., 2023). Without effective coordination among these functions, organizational responses become fragmented and less capable of addressing complex security challenges (Aditya & Kusumastuti, 2023).

Several organizational dimensions consistently appear in recent studies discussing internal synergy within public institutions (Costumato, 2021; van der Heijden et al., 2025). The first dimension is cross-functional coordination, referring to structured mechanisms that synchronize activities among organizational units through meetings, joint planning, operational briefings, and integrated decision-making. Effective coordination minimizes duplication of work while ensuring that organizational resources are allocated efficiently toward common objectives. The second dimension is information integration, particularly the ability of organizations to collect, process, and disseminate strategic information across functional boundaries. Integrated information systems support faster decision-making and improve organizational preparedness in responding to emerging situations. A third dimension involves collaborative leadership.

Contemporary leadership literature emphasizes that organizational leaders are no longer expected merely to supervise subordinates but also to facilitate cooperation across departments, reduce organizational silos, and create a shared organizational vision (Bryson et al., 2015; Gøtzsche-Astrup et al., 2023). Leaders influence internal synergy by encouraging communication, resolving interdepartmental conflicts, promoting mutual trust, and ensuring that organizational priorities remain aligned

across operational units. Effective leadership therefore functions as a catalyst that transforms independent organizational activities into coordinated institutional performance (Vogel & Masal, 2015).

Another important dimension concerns collaborative organizational culture. Organizational culture influences how employees perceive cooperation, knowledge sharing, and collective responsibility (Nguyen et al., 2019). A collaborative culture encourages openness, mutual respect, and continuous learning among organizational members. Employees working within collaborative cultures are generally more willing to exchange information, support colleagues from different departments, and prioritize organizational objectives over individual or departmental interests (Hartnell et al., 2011). Such cultural characteristics become particularly valuable in organizations responsible for managing uncertain and rapidly changing operational environments, including police institutions (Aditya & Kusumastuti, 2023).

Recent developments in policing research also highlight the importance of integrating technology into internal organizational synergy. Digital communication platforms, intelligence databases, geographic information systems, and real-time information sharing significantly enhance organizational coordination by reducing communication delays and improving situational awareness. Information technology enables police organizations to synchronize operational planning across geographically dispersed units while supporting evidence-based decision-making (Kurniawan, 2023). Consequently, organizational synergy increasingly depends not only on interpersonal collaboration but also on technological integration that facilitates organizational learning and coordinated operational responses (Sindhu et al., 2025).

Based on the literature reviewed, internal organizational synergy can be operationally defined in this study as the ability of different functional units within a police organization to coordinate activities, integrate information, communicate effectively, exercise collaborative leadership, and develop a shared organizational culture in order to achieve collective organizational objectives more effectively than individual units working independently. This definition aligns with the organizational context of the Central Papua Regional Police, where maintaining social stability requires continuous collaboration among multiple police functions operating under complex geographical and security conditions.

2.2 Social Stability

Social stability is widely recognized as a fundamental condition for sustainable development, effective governance, and social well-being (Sachs et al., 2019). A socially stable society enables governments to deliver public services efficiently, promotes economic activity, strengthens social cohesion, and encourages public participation in development (ROTHSTEIN & TEORELL, 2008). Conversely, persistent instability may weaken institutional legitimacy, disrupt economic growth, reduce public trust, and increase the likelihood of prolonged conflict. Contemporary public administration therefore views social stability not merely as the absence of conflict, but as the ability of institutions and communities to maintain order, adapt to change, and manage social tensions through legitimate governance mechanisms (Carstensen et al., 2023; Trondal, 2023).

Although the concept has been widely discussed across political science, sociology, and public administration, no single definition fully captures its multidimensional nature. Earlier perspectives often equated social stability with the absence of violence or political unrest. More recent scholarship argues that stability should be understood as a

dynamic condition in which public institutions, communities, and governance systems possess the capacity to anticipate, prevent, and resolve social disturbances without undermining democratic legitimacy or public trust (Ansell et al., 2021; Boin & Lodge, 2021). Under this perspective, stability reflects institutional resilience rather than simply maintaining the status quo.

Within public administration, social stability is closely associated with public governance. Stable governance depends on organizational structures that enable public institutions to respond consistently and effectively to societal challenges. Organizational capacity, institutional coordination, adaptive leadership, and policy coherence are therefore regarded as essential components of stable governance systems (Geys et al., 2024). Governments that possess integrated organizational arrangements are generally more capable of responding to crises while maintaining continuity in public services and preserving citizens' confidence in public institutions (Trondal, 2023).

From the policing perspective, social stability represents an environment in which communities can conduct social, economic, and political activities safely under conditions of public order and legal certainty. Police organizations contribute to this condition by preventing crime, responding to emergencies, protecting vulnerable groups, enforcing the law fairly, and fostering constructive relationships with communities. Recent policing literature emphasizes that maintaining stability extends beyond reactive law enforcement. Modern police institutions are expected to create public value by balancing security, legitimacy, accountability, and community engagement (Kurniawan, 2023). This broader understanding positions policing as an integral component of democratic public management rather than solely a coercive state function (Aditya & Kusumastuti, 2023).

The literature further suggests that social stability is built through interactions among several interconnected dimensions. The first dimension is public security, which refers to the protection of individuals and communities from crime, violence, and other threats that may disrupt public order (Hartley et al., 2023). Effective public security enables citizens to participate in economic and social activities without fear, thereby supporting broader societal development. In regions characterized by geographical challenges and security risks, public security requires coordinated institutional responses supported by timely intelligence, efficient communication, and integrated operational planning (Miller, 2023).

The second dimension is social cohesion, reflecting the strength of relationships among members of society and the degree of trust shared between citizens and public institutions. Communities with high levels of social cohesion generally demonstrate stronger collective resilience during periods of uncertainty because social trust facilitates cooperation, conflict resolution, and public participation (Hartley et al., 2023). Police organizations contribute to social cohesion through community policing initiatives, preventive engagement, and consistent interaction with local stakeholders. Such approaches strengthen institutional legitimacy while reducing the potential escalation of social tensions (Debbaut & De Kimpe, 2023).

A third dimension concerns institutional legitimacy. Public confidence in government institutions strongly influences the sustainability of social stability. Citizens are more likely to comply with laws, cooperate with public authorities, and support government policies when they perceive public institutions as competent, transparent, and fair (Hartley et al., 2023; Miller, 2023). Police legitimacy is therefore increasingly viewed as an essential determinant of effective policing because organizational authority

depends not only on legal mandates but also on societal acceptance (Debbaut & De Kimpe, 2023). Organizations perceived as legitimate are generally more successful in preventing conflict through voluntary public cooperation than through coercive enforcement alone.

Another important dimension involves institutional resilience, referring to the capacity of organizations and governance systems to adapt to changing environments while maintaining essential public functions (Carstensen et al., 2023). Modern governance literature argues that resilience is increasingly important because governments operate in environments characterized by uncertainty, rapid technological change, and complex societal challenges. Public institutions capable of learning, coordinating resources, and adapting operational strategies are more likely to maintain stability despite external disruptions (Geys et al., 2024). This adaptive capacity becomes particularly important in regions experiencing persistent security challenges, such as Central Papua.

The context of Central Papua illustrates the multidimensional nature of social stability. The province is characterized by mountainous terrain, dispersed settlements, strong customary institutions, ethnic diversity, and varying levels of security disturbances (Boissière et al., 2013). These contextual characteristics create significant challenges for public service delivery and law enforcement. Consequently, maintaining stability requires a balanced combination of preventive policing, conflict management, intelligence gathering, community engagement, and law enforcement. None of these functions can operate effectively without strong organizational coordination within the police institution itself. This observation reinforces the proposition that internal organizational synergy represents a critical institutional mechanism supporting sustainable social stability.

Based on the literature reviewed, social stability in this study is operationally defined as a dynamic condition in which public order, community security, institutional legitimacy, and social cohesion are maintained through effective governance, collaborative policing, and coordinated organizational responses that enable communities to conduct their social, economic, and governmental activities safely and sustainably. This operational definition reflects the unique characteristics of Central Papua, where maintaining stability depends not only on the control of security disturbances but also on the ability of public institutions, particularly the police organization, to build trust, coordinate effectively, and respond adaptively to evolving societal conditions.

2.3 Internal Organizational Synergy in Police Organizations

The policing environment has changed considerably over the past decade. Police organizations are no longer expected only to enforce the law, but also to prevent conflict, protect communities, maintain public trust, and support sustainable social development (Kurniawan, 2023). As security challenges become increasingly complex, policing requires the integration of multiple organizational functions rather than relying on the performance of individual departments. Contemporary policing therefore emphasizes internal organizational synergy as a strategic capability that enables police institutions to respond effectively to rapidly evolving security situations while maintaining organizational accountability and public legitimacy (Bradford et al., 2009; Debbaut & De Kimpe, 2023).

Police organizations are inherently complex institutions consisting of multiple functional units with specialized responsibilities. Intelligence divisions collect and

analyze security information, criminal investigation units conduct law enforcement activities, community policing officers establish partnerships with local communities, patrol units provide visible police presence, while special operations units respond to high-risk incidents. Although each unit performs distinct operational functions, their effectiveness largely depends on continuous coordination and information exchange with other organizational units. Consequently, police performance should be viewed as a collective organizational outcome rather than the sum of individual departmental achievements (Miller, 2023; Signori et al., 2023).

Recent policing research argues that successful police organizations develop **cross-functional** collaboration by integrating operational planning, intelligence sharing, leadership coordination, and organizational learning (Khalfa & Hardyns, 2024). Cross-functional collaboration enables organizational members to develop a common operational understanding, reduce duplication of responsibilities, and improve decision-making quality during routine policing as well as emergency responses. Integrated organizational processes also facilitate faster mobilization of personnel and resources, particularly when security situations change rapidly (Tomkins & Bristow, 2024).

Among various dimensions of organizational synergy, operational coordination remains one of the most important determinants of policing effectiveness. Operational coordination refers to the mechanisms through which police units synchronize their planning, communication, resource allocation, and field implementation. Coordination commonly occurs through command briefings, operational meetings, integrated patrol planning, and joint security operations (Hoel & Filstad, 2024). Organizations with well-established coordination mechanisms generally experience fewer communication failures and demonstrate greater consistency in operational decision-making. Conversely, fragmented coordination frequently leads to overlapping responsibilities, delayed responses, and inefficient resource utilization (Phythian et al., 2024).

Another essential component of police organizational synergy is **intelligence integration**. Modern policing increasingly relies on intelligence-led policing, where operational decisions are informed by systematic information gathering, risk analysis, and evidence-based assessment (Khalfa & Hardyns, 2024). Intelligence integration enables information collected by one organizational unit to be rapidly disseminated across other operational divisions, allowing organizations to identify emerging threats before they escalate into broader security disturbances (Hoel & Filstad, 2024). Advances in digital communication technologies have significantly strengthened intelligence integration by enabling real-time information sharing among geographically dispersed police units.

Leadership also plays a pivotal role in strengthening internal organizational synergy. Collaborative leaders establish shared organizational goals, encourage interdepartmental communication, and facilitate cooperation among personnel with diverse professional backgrounds. Rather than emphasizing hierarchical authority alone, collaborative leadership promotes mutual trust, organizational learning, and adaptive decision-making. Recent public sector leadership studies indicate that leaders who actively encourage collaboration contribute to stronger organizational commitment, higher employee engagement, and improved institutional performance. Within police organizations, collaborative leadership also helps minimize organizational silos that frequently hinder operational effectiveness (Kurniawan, 2023; Sindhu et al., 2025).

Organizational culture constitutes another important factor influencing internal synergy. Police organizations characterized by collaborative cultures encourage knowledge sharing, collective responsibility, and mutual support among organizational members (Tomkins & Bristow, 2024). Such cultural values strengthen organizational resilience because personnel are more willing to exchange operational information, assist colleagues across departments, and prioritize institutional objectives over departmental interests (Hoel & Filstad, 2024). Conversely, organizational cultures dominated by excessive departmental competition often reduce cooperation and limit organizational adaptability during crisis situations.

The relationship between internal organizational synergy and social stability can also be understood through the perspective of collaborative governance. Collaborative governance suggests that complex public problems cannot be addressed by isolated organizational actors but require integrated institutional responses supported by shared information, coordinated decision-making, and collective responsibility. Although collaborative governance is frequently applied to inter-organizational partnerships, its principles are equally relevant within police organizations because internal collaboration forms the institutional foundation upon which broader external partnerships with local governments, community leaders, and civil society organizations are built. Strong internal collaboration therefore enhances organizational readiness to engage in effective external collaboration (Ansell et al., 2021; Phythian et al., 2024).

Within the context of Central Papua, internal organizational synergy becomes increasingly significant because policing activities are conducted under highly complex operational conditions. Geographical barriers, dispersed settlements, cultural diversity, limited communication infrastructure, and varying security threats require coordinated organizational responses that extend beyond conventional law enforcement. Intelligence units must rapidly communicate emerging security information to operational divisions, while community policing officers continuously engage with customary leaders to strengthen local trust and prevent conflict escalation. Simultaneously, leadership must ensure that organizational resources are allocated efficiently despite limited logistical capacity. These conditions demonstrate that maintaining social stability depends largely on how effectively organizational functions collaborate rather than on the performance of individual police units alone.

Drawing upon the literature discussed above, this study conceptualizes internal organizational synergy in police organizations as an integrated organizational capability involving cross-functional operational coordination, intelligence information integration, collaborative leadership, organizational communication, and a collaborative organizational culture. These dimensions collectively strengthen police institutional effectiveness by enabling timely decision-making, coordinated operational responses, efficient resource utilization, and stronger public engagement. In turn, these organizational capabilities contribute to the maintenance of social stability through improved conflict prevention, faster emergency response, enhanced public trust, and more effective public order management.

2.4 Previous Study

Research on organizational collaboration and police effectiveness has expanded considerably over the past decade. Most previous studies have investigated organizational coordination, collaborative leadership, community policing, and intelligence-led policing as important determinants of institutional performance. These

studies generally agree that effective collaboration among organizational members improves decision-making quality, operational efficiency, and organizational adaptability when responding to increasingly complex security challenges (Kolev et al., 2025; Mendez, 2024).

Several studies have examined organizational coordination within public institutions and concluded that cross-functional collaboration enhances organizational performance by improving communication, reducing duplication of tasks, and facilitating integrated decision-making (Bryson et al., 2015; Mendez, 2024). These findings suggest that organizations capable of synchronizing their internal processes are better positioned to respond to environmental uncertainty and deliver high-quality public services.

Within policing research, internal collaboration has primarily been discussed through the concepts of community policing, intelligence-led policing, and integrated operational management. Previous studies indicate that intelligence sharing among operational units contributes to faster identification of security threats, while coordinated operational planning improves emergency response and resource utilization (Braga et al., 2022; Devlin & Rennó Santos, 2022). Collaborative leadership has also been identified as an important factor influencing organizational learning, employee commitment, and institutional effectiveness within police organizations (Bryson et al., 2015; Mendez, 2024).

Other scholars have emphasized that police legitimacy and public trust are strengthened when internal organizational processes function effectively. Police officers who receive timely operational information, clear leadership direction, and adequate organizational support are more capable of delivering responsive public services. Consequently, internal organizational synergy indirectly contributes to stronger public confidence and improved community relations (Mendez, 2024; Ren & Wang, 2024).

Although these studies provide important insights, the existing literature remains fragmented. Most previous research has investigated individual aspects of police organizations separately, such as leadership, organizational culture, communication, or community policing (Mark Linturi & Wilson, 2021; Signori et al., 2023). Only a limited number of studies have examined these dimensions collectively as components of internal organizational synergy. Furthermore, empirical evidence remains concentrated in developed countries or large metropolitan police organizations, while relatively little attention has been given to newly established regional police institutions operating under complex geographical and security conditions.

The context of Central Papua differs substantially from those investigated in previous studies. The province is characterized by mountainous terrain, limited transportation infrastructure, dispersed settlements, cultural diversity, and dynamic security conditions. These characteristics create organizational challenges that require continuous coordination among intelligence, operational, investigative, community policing, and administrative functions. Consequently, findings obtained from urban policing environments cannot necessarily be generalized to police organizations operating in Central Papua.

Table 2 summarizes selected previous studies relevant to the present research.

Table 2. Summary of Previous Studies

No.	Authors	Research Focus	Method	Main Findings	Research Gap
1	(Mendez, 2024)	Organizational coordination in public organizations	Quantitative	Cross-functional coordination improves organizational performance and service effectiveness.	Did not examine police organizations.
2	(Troise et al., 2022)	Collaborative leadership in public institutions	Quantitative	Collaborative leadership strengthens organizational commitment and coordination.	Security organizations were not investigated.
3	(O'Reilly, 2023)	Community policing and public trust	Mixed methods	Community engagement increases police legitimacy and public confidence.	Internal organizational processes received limited attention.
4	(Braga et al., 2022)	Intelligence-led policing	Qualitative	Intelligence integration improves operational decision-making.	Did not analyze organizational synergy comprehensively.
5	(Gøtzsche-Astrup et al., 2023)	Police organizational culture	Quantitative	Collaborative organizational culture enhances employee performance.	Relationship with social stability was not explored.
6	(Ren & Wang, 2024)	Organizational communication in policing	Survey	Effective communication accelerates operational responses.	Focused only on communication variables.
7	(Kolev et al., 2025)	Public sector collaboration	Literature Review	Organizational collaboration increases institutional adaptability.	No specific discussion of policing institutions.
8	(Hoel & Filstad, 2024)	Crisis management in police organizations	Case Study	Coordination improves emergency response effectiveness.	Social stability outcomes were not evaluated.
9	(Siddiqui et al., 2024)	Integrated security governance	Qualitative	Multi-unit collaboration strengthens public security.	Internal police synergy was not the primary focus.
10	(Lambe & Cheriani, 2025)	Organizational resilience	Quantitative	Organizational resilience depends on leadership and collaboration.	Police institutions were not included.

Source: Developed by the authors based on the review of previous studies (2026)

The review presented in Table 2 demonstrates several consistent findings across the literature. First, organizational coordination, collaborative leadership,

communication, and information sharing are repeatedly identified as key determinants of organizational effectiveness. Second, police organizations require integrated operational processes to respond effectively to increasingly complex security challenges. Third, although organizational collaboration has received considerable scholarly attention, most studies investigate isolated organizational dimensions rather than examining internal organizational synergy as an integrated organizational capability.

Another important observation is that previous studies predominantly measure organizational performance, service quality, employee outcomes, or police legitimacy. Comparatively few studies explicitly examine social stability as an organizational outcome. Moreover, research conducted in regions characterized by persistent security challenges, difficult geographical conditions, and newly established institutional structures remains relatively scarce. Consequently, there is limited empirical understanding of how internal organizational synergy contributes to maintaining social stability in emerging regional police organizations such as the Central Papua Regional Police.

These limitations indicate the need for further investigation into the mechanisms through which internal organizational synergy supports social stability in complex security environments. By integrating organizational coordination, collaborative leadership, communication, intelligence sharing, and organizational culture into a single analytical framework, the present study seeks to provide a more comprehensive understanding of police organizational effectiveness while extending existing knowledge within the fields of public administration, organizational management, and policing studies.

2.5 Research Gap

The literature reviewed in the previous sections demonstrates that internal organizational collaboration has become an important topic in public administration, organizational management, and policing studies. Previous studies consistently acknowledge that coordination, communication, collaborative leadership, organizational culture, and intelligence sharing contribute positively to organizational effectiveness (Mendez, 2024; Ren & Wang, 2024). Likewise, research on policing has increasingly emphasized the importance of community policing, intelligence-led policing, and collaborative governance in improving institutional performance and public trust (Hoel & Filstad, 2024).

Despite these advances, several important gaps remain within the existing body of knowledge.

First, most previous studies examine organizational collaboration from a single-dimensional perspective. Researchers commonly focus on one organizational aspect, such as leadership, organizational communication, intelligence sharing, organizational culture, or operational coordination. While these studies provide valuable insights, they rarely conceptualize internal organizational synergy as an integrated organizational capability consisting of multiple interrelated dimensions. Consequently, the collective contribution of these organizational components to institutional effectiveness remains insufficiently understood.

Second, empirical studies on police organizations primarily evaluate outcomes such as organizational performance, employee productivity, public service quality, police legitimacy, or community satisfaction (Gøtzsche-Astrup et al., 2023; Signori et al., 2023). Comparatively limited attention has been given to social stability as the ultimate organizational outcome. Considering that maintaining social stability represents one of

the fundamental responsibilities of police institutions, this omission creates an important theoretical and practical gap in policing research.

Third, most existing studies have been conducted in developed countries or urban metropolitan settings characterized by relatively mature institutional structures and stable governance environments (White & Fradella, 2020). Organizational dynamics within newly established regional police institutions operating in geographically challenging and conflict-prone areas remain largely unexplored. Therefore, the applicability of previous findings to regions such as Central Papua cannot be assumed without empirical verification.

Fourth, previous studies generally analyze police organizations operating under relatively homogeneous social environments (Mark Linturi & Wilson, 2021; Signori et al., 2023). In contrast, Central Papua presents a distinctive institutional context characterized by geographical isolation, limited communication infrastructure, cultural diversity, customary governance systems, and dynamic security conditions. These contextual characteristics may influence how internal organizational synergy is developed and implemented, suggesting that findings from previous studies may not fully explain organizational realities within the Central Papua Regional Police.

Finally, although collaborative governance literature emphasizes cooperation among government institutions and external stakeholders, relatively few studies investigate how internal organizational collaboration serves as the institutional foundation for maintaining broader social stability (Khalfa & Hardyns, 2024). Understanding this internal mechanism is essential because successful external collaboration often depends on effective coordination within the organization itself.

To clarify the contribution of the present study, Table 3 summarizes the major research gaps identified from previous studies.

Table 3. Research Gap Analysis

Existing Studies	Identified Gap	Contribution of the Present Study
Previous studies primarily examine leadership, communication, organizational culture, or coordination as separate variables.	Internal organizational synergy has rarely been examined as an integrated organizational capability.	This study conceptualizes internal organizational synergy as a multidimensional construct comprising coordination, communication, intelligence integration, collaborative leadership, and organizational culture.
Most policing studies focus on organizational effectiveness, employee performance, service quality, or police legitimacy.	Limited empirical evidence explains how internal organizational synergy contributes directly to social stability.	This study investigates the role of internal organizational synergy in supporting social stability within a police organization.
Most empirical studies are conducted in developed countries or metropolitan policing environments.	Limited studies investigate police organizations operating in geographically remote and security-sensitive regions.	This study provides empirical evidence from the Central Papua Regional Police, a newly established regional police institution facing unique operational challenges.
Collaborative governance studies mainly emphasize	Internal organizational mechanisms supporting external collaboration	This study explains how internal collaboration strengthens

Existing Studies	Identified Gap	Contribution of the Present Study
external institutional collaboration.	remain insufficiently explored.	organizational readiness to maintain social stability.
Previous studies generally adopt administrative or operational perspectives separately.	Limited studies integrate organizational management and policing perspectives into a single analytical framework.	This study integrates organizational management theory with contemporary policing literature to explain police organizational synergy comprehensively.

Source: Developed by the authors based on the synthesis of previous studies (2026)

The research gaps presented above indicate that the existing literature has not yet provided a comprehensive explanation of how internal organizational synergy contributes to maintaining social stability within police organizations operating in complex security environments. Most previous studies either concentrate on individual organizational dimensions or examine organizational outcomes other than social stability. Moreover, empirical evidence remains limited for newly established regional police organizations facing substantial geographical, institutional, and security challenges.

Accordingly, the present study seeks to extend existing knowledge by developing a more comprehensive understanding of internal organizational synergy within the Central Papua Regional Police. Rather than examining isolated organizational factors, this research integrates coordination, communication, intelligence sharing, collaborative leadership, and organizational culture into a unified analytical perspective. Through this approach, the study aims to explain how these organizational capabilities collectively support the maintenance of social stability in one of Indonesia's most challenging security environments.

From a theoretical perspective, this study contributes to the growing literature on public sector management and policing by positioning internal organizational synergy as a strategic organizational capability that bridges organizational effectiveness and social stability. From a practical perspective, the findings are expected to provide evidence-based recommendations for strengthening institutional coordination, improving organizational performance, and enhancing police capacity to maintain sustainable social stability in Central Papua and other regions with similar governance characteristics.

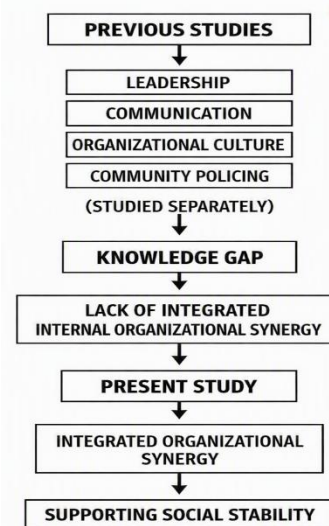


Figure 1. Knowledge Gap Framework

2.6 Conceptual Framework

The literature reviewed in the previous sections suggests that maintaining social stability requires more than adequate law enforcement capacity. Contemporary policing increasingly recognizes that organizational effectiveness depends on the ability of police institutions to coordinate resources, integrate information, foster collaboration, and respond collectively to dynamic security challenges. These organizational capabilities are reflected in the concept of internal organizational synergy, which enables police organizations to function as integrated systems rather than as independent operational units (Mendez, 2024; Ren & Wang, 2024).

Within police organizations, internal organizational synergy is developed through several interrelated organizational dimensions. These include cross-functional coordination, organizational communication, intelligence information sharing, collaborative leadership, and collaborative organizational culture. Together, these dimensions create an organizational environment in which information flows efficiently, operational decisions are made collectively, resources are utilized effectively, and organizational members pursue shared institutional objectives (Signori et al., 2023).

Cross-functional coordination enables police units to synchronize operational planning and implementation across different organizational functions. Effective coordination minimizes duplication of responsibilities while improving the speed and consistency of organizational responses during routine operations and emergency situations. Similarly, organizational communication ensures that strategic information is transmitted accurately and promptly throughout the institution, reducing uncertainty and facilitating collective decision-making (Roreng et al., 2026).

Intelligence information sharing further strengthens organizational readiness by allowing operational units to identify potential security threats at an early stage. Intelligence-led decision-making improves situational awareness and supports preventive policing strategies before security disturbances escalate into larger conflicts. At the same time, collaborative leadership promotes mutual trust, encourages cooperation among organizational members, and aligns departmental priorities with broader institutional objectives. Leaders therefore function not only as decision-makers but also as facilitators of organizational collaboration (Khalifa & Hardyns, 2024).

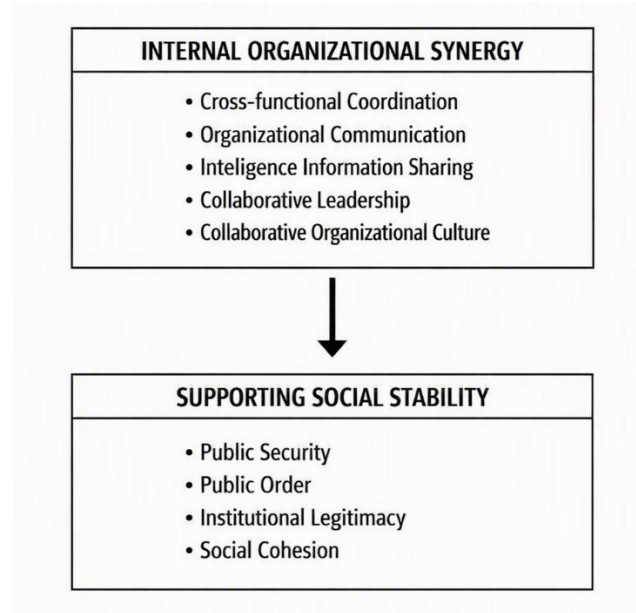
Another important component is collaborative organizational culture. A culture characterized by openness, knowledge sharing, mutual respect, and collective responsibility encourages personnel to prioritize organizational goals over departmental interests. Such organizational values strengthen institutional adaptability and improve collective problem-solving capacity, particularly when police organizations operate under uncertain and rapidly changing security environments (Gøtzsche-Astrup et al., 2023).

The integration of these organizational dimensions is expected to strengthen police institutional effectiveness, which subsequently contributes to maintaining social stability. In the context of this study, social stability refers to the ability of society to maintain public order, community security, institutional legitimacy, and social cohesion despite various internal and external challenges. Police organizations possessing strong internal synergy are expected to respond more rapidly to security disturbances, improve conflict prevention, strengthen community engagement, and maintain public trust, thereby contributing to sustainable social stability (Kurniawan, 2023).

The Central Papua Regional Police provides an appropriate context for examining this relationship because the organization operates within a complex security environment characterized by geographical constraints, cultural diversity, limited infrastructure, and evolving security dynamics. Under these conditions, the effectiveness of police institutions depends not only on the capability of individual operational units but also on the quality of collaboration among organizational functions. Consequently, this study proposes that stronger internal organizational synergy enhances the capacity of police organizations to support social stability in Central Papua.

Based on the theoretical arguments presented above, this study adopts a conceptual framework that positions Internal Organizational Synergy as the principal organizational capability influencing Social Stability. Internal organizational synergy is represented by five interrelated dimensions: cross-functional coordination, organizational communication, intelligence information sharing, collaborative leadership, and collaborative organizational culture. These dimensions collectively strengthen organizational effectiveness, enabling police institutions to prevent conflict, respond effectively to security disturbances, and maintain public order.

The conceptual relationship proposed in this study is illustrated in **Figure 2**.



Source: Developed by the authors (2026)

Figure 2. Conceptual Framework of the Study

The conceptual framework illustrates that internal organizational synergy serves as the primary organizational capability through which police institutions achieve effective policing outcomes. Rather than operating independently, the five dimensions interact to strengthen institutional coordination, improve organizational responsiveness, and support integrated decision-making. These organizational capabilities enable police institutions to anticipate security threats, respond rapidly to emergencies, strengthen relationships with communities, and ultimately maintain sustainable social stability.

Accordingly, this conceptual framework provides the theoretical foundation for the subsequent methodological design and data analysis. It also serves as the analytical lens through which the empirical findings of this study are interpreted.

3. RESEARCH METHOD

3.1 Research Design

This study employed a **qualitative research approach** using a **case study design** to obtain a comprehensive understanding of internal organizational synergy within the Central Papua Regional Police in supporting social stability. A qualitative case study was considered appropriate because the phenomenon investigated involves organizational processes, institutional interactions, leadership practices, and coordination mechanisms that cannot be adequately explained through quantitative measurement alone. The case study approach also enables researchers to explore the experiences, perceptions, and organizational practices of participants within their real-life institutional context (Yin, 2018).

The research adopted an interpretive perspective, emphasizing how organizational members understand, implement, and experience internal organizational synergy during the execution of policing functions. Rather than testing predetermined hypotheses, the study sought to construct an in-depth explanation of how collaboration among organizational units contributes to maintaining social stability in Central Papua.

3.2 Research Site and Period

The study was conducted at the Central Papua Regional Police Headquarters (Polda Papua Tengah), Indonesia, including several organizational units directly involved in maintaining public security and order. The selection of this research site was based on three considerations.

First, the Central Papua Regional Police is a relatively new regional police institution established following the formation of Central Papua Province. Consequently, the organization continues to strengthen its institutional capacity while responding to increasingly complex security challenges.

Second, Central Papua presents unique operational characteristics, including mountainous geographical conditions, dispersed settlements, cultural diversity, and dynamic security situations. These characteristics require intensive coordination among intelligence, operational, criminal investigation, community policing, and supporting administrative units.

Third, the research site provides a relevant institutional context for examining how internal organizational synergy is implemented in maintaining social stability within a region characterized by complex governance and security conditions.

Field data collection was conducted over several months in 2025 through interviews, observations, and document analysis.

3.3 Research Participants and Sampling Technique

Because this study aimed to obtain rich and in-depth information regarding organizational practices, participants were selected using purposive sampling. This technique allows researchers to identify individuals possessing direct knowledge and practical experience related to the research phenomenon (Memon et al., 2025).

The selection of participants followed several inclusion criteria:

- occupying strategic positions within the Central Papua Regional Police;
- directly participating in organizational coordination and operational activities;
- possessing substantial experience in maintaining public security and order;
- willing to participate voluntarily in the research.

Based on these criteria, the participants consisted of:

- senior police leaders;
- heads of operational units;
- intelligence officers;
- criminal investigation officers;
- community policing officers;
- operational personnel;
- several external stakeholders involved in maintaining social stability.

The diversity of participants enabled the researcher to obtain multiple perspectives regarding organizational collaboration, leadership, communication, operational coordination, and institutional challenges.

3.4 Data Collection Techniques

Data were collected using three complementary techniques to strengthen the credibility and completeness of the findings.

a. In-depth Interviews

Semi-structured interviews were conducted with key informants to explore their experiences, perceptions, and understanding of internal organizational synergy. The interview guide consisted of open-ended questions concerning organizational

coordination, communication, leadership, information sharing, operational collaboration, and organizational challenges. This approach allowed participants to explain organizational practices in detail while enabling the researcher to probe emerging issues during the interview process.

b. Observation

Non-participant observation was employed to examine organizational activities, coordination meetings, operational interactions, and communication patterns among police units. Observation enabled the researcher to compare participants' statements with actual organizational practices.

c. Document Analysis

Relevant institutional documents were also examined to complement the interview and observational data. These documents included organizational regulations, operational procedures, internal reports, coordination records, and other official documents related to organizational collaboration and public security management.

The use of multiple data sources enabled methodological triangulation and enhanced the trustworthiness of the research findings (Miles et al., 2021).

3.5 Data Analysis

Data were analyzed using the interactive analysis model developed by Miles et al. (2021), consisting of four interrelated stages:

1. Data Collection

Information obtained through interviews, observations, and document analysis was compiled systematically throughout the research process.

2. Data Condensation

The collected data were organized, coded, categorized, and simplified by identifying meaningful themes related to internal organizational synergy and social stability.

3. Data Display

Categorized data were presented in matrices, thematic summaries, and descriptive narratives to facilitate interpretation and comparison across different participants.

4. Conclusion Drawing and Verification

Conclusions were developed continuously throughout the analysis process and verified by comparing findings obtained from different participants and multiple data sources.

This iterative analytical process enabled the researcher to develop a comprehensive understanding of organizational collaboration within the Central Papua Regional Police.

3.6 Trustworthiness of the Research

To enhance the rigor and credibility of the study, this research adopted the trustworthiness criteria proposed by Korstjens and Moser (2018). Credibility was established through prolonged engagement in the research setting, triangulation of data obtained from interviews, observations, and document analysis, as well as member checking with selected participants to ensure that the interpretations accurately reflected their experiences and perspectives. Transferability was supported by providing detailed descriptions of the research context, participants, organizational setting, and data collection procedures, enabling readers to assess the applicability of the findings to

similar contexts. Dependability was strengthened through systematic documentation of the research process, including data collection, coding procedures, and analytical decisions, thereby ensuring consistency throughout the study. Furthermore, confirmability was maintained by preserving an audit trail and continuously comparing evidence obtained from multiple data sources to minimize researcher bias and ensure that the findings were grounded in the empirical data rather than personal interpretations. Collectively, these procedures enhanced the methodological rigor of the study and increased confidence in the credibility, consistency, and trustworthiness of the research findings.

4. RESULTS AND DISCUSSION

4.1 Overview of the Research Object

The study was conducted within the Central Papua Regional Police (Polda Papua Tengah), one of Indonesia's newest regional police institutions established following the formation of Central Papua Province. As a newly established organization, the Central Papua Regional Police carries the responsibility of maintaining public security and social stability while simultaneously developing its organizational capacity and institutional effectiveness. The organization operates within a unique environment characterized by complex geographical conditions, diverse indigenous communities, and dynamic security challenges. These contextual characteristics make Central Papua an appropriate setting for examining how internal organizational synergy contributes to maintaining social stability.

Geographically, Central Papua is dominated by mountainous areas, valleys, and scattered coastal regions. Many districts remain difficult to access because transportation and communication infrastructure are still limited, particularly in remote areas such as Intan Jaya and surrounding regions. These geographical conditions create operational challenges for police personnel, requiring intensive coordination among organizational units to ensure that security services can be delivered effectively across the province.

From a socio-cultural perspective, Central Papua is home to numerous indigenous communities with diverse cultural traditions, customary institutions, and local languages. This diversity represents an important social asset while simultaneously requiring culturally sensitive policing approaches. Police officers therefore perform not only conventional law enforcement functions but also preventive and persuasive roles through continuous engagement with community leaders and local stakeholders.

The province also experiences complex public security dynamics, including social conflicts, armed security disturbances in certain areas, and various socio-political issues. These conditions require police organizations to implement integrated policing strategies combining intelligence gathering, preventive policing, community engagement, operational readiness, and law enforcement. Consequently, maintaining social stability depends largely on the effectiveness of collaboration among multiple organizational functions rather than the performance of individual units alone.

4.2 Characteristics of Research Participants

The participants were purposively selected because of their strategic roles in planning, coordinating, and implementing policing functions related to public security and social stability. Rather than representing a large number of respondents, qualitative research emphasizes the relevance, experience, and authority of participants in

explaining the research phenomenon. The selected informants therefore represented different organizational functions within the Central Papua Regional Police, enabling the researcher to obtain comprehensive perspectives regarding internal organizational synergy.

Table 4. Characteristics of Research Participants

Code	Position	Organizational Function	Primary Responsibility
P1	Deputy Chief of Central Papua Regional Police	Top Leadership	Strategic policy and operational coordination
P2	Head of Operations Bureau	Operational Management	Coordination of police operations
P3	Director of Intelligence and Security	Intelligence	Early detection and intelligence analysis
P4	Director of Community Development	Community Policing	Community engagement and conflict prevention
P5	Head of Planning Subdivision	Planning	Organizational planning and program coordination
P6	Head of Career Development Subdivision	Human Resources	Personnel management and deployment
P7	Chief of Intan Jaya District Police	Regional Operations	Operational implementation in conflict-prone areas
P8	Chief of Nabire District Police	Regional Operations	Public security management at district level

Source: Developed by the authors based on field research (2026)

The diversity of participants allowed the study to capture organizational synergy from both strategic and operational perspectives. Senior leaders provided information concerning organizational policies and institutional coordination, whereas operational commanders explained how collaboration was implemented during daily policing activities. Intelligence, community policing, planning, and human resource officers further enriched the findings by explaining their respective contributions to maintaining organizational effectiveness and supporting social stability.

4.3 Findings

The thematic analysis identified four major themes that explain how internal organizational synergy contributes to supporting social stability in Central Papua. These themes emerged consistently from interviews with police leaders, operational officers, and community representatives, and were further confirmed through observations and document analysis. Collectively, the findings indicate that organizational synergy is not limited to formal organizational arrangements but functions as an operational capability that enables the Central Papua Regional Police to anticipate security threats, coordinate responses, and maintain public trust.

Table 5. Summary of Thematic Analysis

Theme	Categories	Representative Evidence	Interpretation
Theme 1.	Chain of command;	Interviews with	Internal synergy is

Theme	Categories	Representative Evidence	Interpretation
Integrated Internal Coordination	cross-functional coordination; integrated operations; routine briefings	police leaders and operational officers	institutionalized through structured coordination mechanisms.
Theme 2. Organizational Synergy and Social Stability	Early detection; rapid response; conflict prevention; public trust	Interviews with police officers and community representatives	Organizational collaboration strengthens police capacity to maintain social stability.
Theme 3. Enabling and Constraining Factors	Leadership; SOP; human resources; geography; communication; personnel availability	Internal and external informants	Organizational effectiveness depends on institutional and contextual factors.
Theme 4. Strengthening Internal Organizational Synergy	Digital integration; human resource development; adaptive leadership; community engagement	Police leaders and community representatives	Sustainable organizational synergy requires organizational innovation and continuous institutional development.

Source: Developed by the authors based on thematic analysis of interview, observation, and document data (2026)

4.3.1 Theme 1: Integrated Internal Coordination as the Foundation of Organizational Synergy

The first and most dominant theme identified from the interviews concerns the establishment of integrated coordination across organizational units. Participants consistently explained that internal organizational synergy is achieved through hierarchical command structures, routine coordination meetings, operational briefings, and integrated police operations involving multiple functional units. Rather than working independently, intelligence, criminal investigation, community policing, patrol, mobile brigade, human resources, and planning divisions perform complementary functions throughout operational planning and implementation. These findings indicate that organizational synergy is embedded in both formal organizational structures and everyday operational practices.

One senior police informant emphasized that:

"Internal coordination is implemented through an integrated policing approach in which various police functions complement one another. This coordination primarily involves the Community Development Unit (Binmas) working closely with other functional units, including Intelligence and Security (Intelkam), Criminal Investigation (Reskrim), Patrol and Public Order (Samapta), and the Mobile Brigade Corps (Brimob)."

Another informant highlighted the importance of integrating intelligence information before operational decisions are implemented:

"The strengthening of integrated intelligence systems and the enhancement of data-driven coordination among police functions."

These findings demonstrate that organizational coordination within the Central Papua Regional Police extends beyond administrative communication. Internal synergy

is institutionalized through integrated operational planning, continuous information sharing, and structured command mechanisms that enable organizational units to function collectively when responding to complex security situations.

4.3.2 Theme 2: Internal Organizational Synergy in Supporting Social Stability

The second theme emerging from the thematic analysis demonstrates that internal organizational synergy plays a significant role in supporting social stability in Central Papua. Participants consistently emphasized that maintaining social stability requires coordinated action across multiple police functions rather than relying on isolated operational responses. The findings indicate that organizational synergy strengthens the capacity of the Central Papua Regional Police to prevent conflict, respond rapidly to security disturbances, and foster constructive relationships with local communities. These coordinated efforts contribute not only to public security but also to institutional legitimacy and community confidence in policing services.

Several participants explained that social stability is achieved through the integration of preventive, pre-emptive, and law enforcement activities. Intelligence units continuously monitor potential security threats, community policing officers engage with customary leaders and local communities, while operational units remain prepared to respond when security conditions deteriorate. This coordinated approach enables the organization to anticipate risks before they escalate into larger disturbances.

One participant explained:

"Social stability cannot be maintained through law enforcement alone. It requires effective coordination among all police functions to ensure that preventive measures, community engagement, intelligence activities, and field operations are implemented in an integrated manner."

Another informant emphasized the importance of collaboration with community stakeholders:

"We continuously maintain communication with traditional leaders, religious leaders, and local government authorities to ensure that any potential conflicts can be addressed at an early stage before they escalate into security disturbances."

These findings indicate that organizational synergy extends beyond internal administrative coordination. Internal collaboration strengthens the police organization's ability to establish external partnerships with community leaders, local governments, and other stakeholders, thereby creating an integrated approach to maintaining social stability. In this context, social stability emerges not solely from reactive policing but from continuous collaboration, preventive engagement, and coordinated institutional action.

4.3.3 Theme 3: Enabling and Constraining Factors of Internal Organizational Synergy

The third theme identifies several organizational and contextual factors that influence the implementation of internal organizational synergy. The findings reveal that organizational effectiveness is shaped by the interaction between enabling factors that strengthen collaboration and contextual constraints that complicate operational implementation. Participants consistently recognized leadership commitment, organizational communication, standardized operational procedures, and shared institutional goals as important drivers of organizational synergy. At the same time,

geographical conditions, limited infrastructure, personnel shortages, and security dynamics were identified as significant operational challenges.

Leadership emerged as one of the strongest enabling factors. Participants explained that organizational leaders actively encourage coordination across functional units through routine briefings, joint operational planning, and continuous supervision. This leadership approach promotes shared responsibility and reduces organizational fragmentation.

One participant stated:

"Leadership direction is a crucial factor, as all police functions share the same objective of maintaining public security and order."

However, participants also acknowledged several persistent constraints. The geographical characteristics of Central Papua often limit mobility, delay communication, and complicate operational coordination among police units. In addition, the availability of personnel and supporting infrastructure remains insufficient in several operational areas.

As one operational commander explained:

"Challenging geographical conditions and limited transportation infrastructure often pose significant obstacles to coordination and the implementation of integrated operations."

Despite these challenges, participants emphasized that organizational commitment and adaptive coordination mechanisms have enabled the institution to maintain operational effectiveness. The findings therefore suggest that successful organizational synergy depends not only on formal organizational structures but also on the organization's capacity to adapt to contextual constraints.

4.3.4 Theme 4: Strengthening Internal Organizational Synergy

The final theme focuses on strategies for strengthening internal organizational synergy to improve the capacity of the Central Papua Regional Police in maintaining social stability. Participants generally agreed that organizational collaboration should evolve continuously in response to changing security conditions, technological developments, and increasing public expectations. Consequently, strengthening organizational synergy requires long-term institutional development rather than temporary operational adjustments.

Several strategic priorities emerged from the interviews. Participants highlighted the importance of enhancing integrated information systems, strengthening intelligence capabilities, improving human resource competencies through continuous training, and developing adaptive leadership capable of facilitating collaboration across organizational units. They also emphasized the need to strengthen partnerships with customary leaders, religious leaders, and local governments to support preventive policing strategies.

One participant explained:

"Future efforts to strengthen interdepartmental synergy should focus on enhancing personnel capabilities, leveraging information technology, and improving the speed and effectiveness of coordination across police functions."

Another participant added:

"Positive relationships with the community serve as a critical foundation for maintaining social stability and should be continuously fostered through a humane and community-oriented approach."

Overall, these findings demonstrate that internal organizational synergy should be viewed as a dynamic organizational capability that requires continuous improvement. Strengthening coordination, communication, leadership, information integration, and community engagement will enhance institutional effectiveness and improve the ability of the Central Papua Regional Police to respond to future security challenges while maintaining sustainable social stability.

Across the four themes, the findings consistently indicate that internal organizational synergy is a strategic organizational capability that enables the Central Papua Regional Police to perform its functions effectively in a complex operational environment. The thematic analysis shows that coordinated leadership, cross-functional collaboration, intelligence integration, organizational communication, and adaptive institutional practices collectively strengthen the organization's capacity to prevent conflict, manage security disturbances, and maintain social stability. These findings directly address the research problem by demonstrating that social stability is supported not only by law enforcement activities but also by the quality of internal organizational collaboration within the police institution.

4.4 Discussion

4.4.1 Internal Organizational Synergy as a Strategic Organizational Capability

The findings demonstrate that internal organizational synergy constitutes a strategic organizational capability that enables the Central Papua Regional Police to perform its institutional responsibilities more effectively. Rather than functioning as independent operational units, the organization integrates intelligence, operational, criminal investigation, community policing, planning, and administrative functions through coordinated decision-making, continuous communication, and shared organizational objectives. This integrated approach strengthens institutional responsiveness by ensuring that organizational resources and expertise are mobilized collectively to address emerging security challenges.

From the perspective of Systems Theory, organizations operate as interconnected systems in which the effectiveness of the whole depends on the quality of interaction among individual components (Von Bertalanffy, 1972). The present findings support this theoretical perspective by demonstrating that police effectiveness is achieved through continuous coordination among functional units rather than through isolated organizational performance. Routine briefings, integrated operational planning, intelligence sharing, and coordinated field operations create organizational interdependence that enhances institutional adaptability and reduces fragmented decision-making.

These findings also reinforce the concept of organizational capability, which argues that sustainable organizational performance depends on the organization's ability to integrate resources, knowledge, leadership, and operational processes into coherent institutional action (Teece, 2018). Within the Central Papua Regional Police, organizational capability is reflected not only in formal organizational structures but also in collaborative routines that facilitate communication, collective learning, and operational flexibility. Consequently, internal organizational synergy should be viewed

as an institutional capability that continuously evolves through organizational experience and collaborative practice.

Compared with previous studies emphasizing organizational leadership, communication, or organizational culture separately (Mendez, 2024; Ren & Wang, 2024), the present study demonstrates that these elements function as complementary dimensions of a broader organizational capability. Leadership encourages collaboration, communication accelerates information exchange, intelligence supports evidence-based decision-making, and organizational culture strengthens collective commitment. Their combined interaction generates organizational synergy that exceeds the contribution of each individual component.

4.4.2 Internal Organizational Synergy in Supporting Social Stability

One of the most important findings of this study is that internal organizational synergy contributes directly to the maintenance of social stability. The findings suggest that social stability is not achieved solely through reactive law enforcement but through integrated organizational processes combining prevention, intelligence, operational readiness, community engagement, and coordinated institutional responses.

This finding expands existing policing literature, which generally associates police effectiveness with crime reduction or public service quality (Kurniawan, 2023). The present study demonstrates that organizational collaboration also influences broader societal outcomes, including conflict prevention, institutional legitimacy, community trust, and public order. Internal organizational synergy therefore functions as a mechanism through which organizational effectiveness is translated into sustainable social stability.

The findings further support the principles of Collaborative Governance, which emphasize that complex public problems require coordinated institutional responses rather than fragmented organizational actions (Ansell & Gash, 2008; Bryson et al., 2015). Although collaborative governance is often discussed in relation to cooperation among different organizations, this study indicates that effective external collaboration depends fundamentally on strong internal organizational integration. Police organizations that maintain effective coordination among internal units are better prepared to collaborate with local governments, customary institutions, religious leaders, and community organizations in preventing social conflict.

Another important implication concerns institutional legitimacy. The findings indicate that coordinated policing enhances public confidence because organizational responses become more consistent, timely, and adaptive to community needs. Communities are more likely to cooperate with police institutions when organizational actions appear coordinated, transparent, and responsive (Kurniawan, 2023). Consequently, internal organizational synergy strengthens not only operational effectiveness but also institutional credibility, which represents an essential foundation for maintaining long-term social stability.

4.4.3 Organizational Challenges within the Central Papua Context

Although internal organizational synergy provides substantial organizational benefits, the findings indicate that its implementation is influenced by the unique characteristics of Central Papua. Unlike many previous studies conducted in metropolitan environments or relatively stable governance settings (Mark Linturi & Wilson, 2021; Signori et al., 2023), this research demonstrates that geographical isolation,

mountainous terrain, dispersed settlements, limited communication infrastructure, and dynamic security conditions substantially affect organizational coordination.

These contextual characteristics require police organizations to adopt adaptive coordination mechanisms. Operational planning must remain flexible, communication channels must function under infrastructure limitations, and intelligence information must be disseminated rapidly despite geographical constraints. Consequently, organizational synergy within the Central Papua Regional Police extends beyond administrative coordination and becomes an adaptive institutional strategy designed to overcome environmental complexity.

Another distinctive finding concerns the role of indigenous communities and customary institutions. Participants consistently emphasized that maintaining social stability depends not only on police operations but also on continuous engagement with traditional leaders, religious figures, and local communities. This finding suggests that organizational synergy should not be interpreted exclusively as an internal organizational process. Instead, strong internal collaboration enhances the organization's capacity to establish meaningful external partnerships that support conflict prevention and community resilience.

The Central Papua context therefore provides an important contribution to the policing literature by illustrating that organizational effectiveness is shaped simultaneously by internal organizational capabilities and external socio-cultural conditions. This integrated perspective remains relatively underexplored within previous policing research and represents one of the principal contributions of the present study.

4.4.4 Theoretical and Practical Implications

The present study offers several important theoretical contributions. First, it extends the concept of internal organizational synergy by positioning it as a multidimensional organizational capability comprising cross-functional coordination, organizational communication, intelligence information sharing, collaborative leadership, and collaborative organizational culture. Rather than treating these dimensions independently, the study demonstrates that they operate as mutually reinforcing organizational processes that collectively influence institutional effectiveness.

Second, the study broadens contemporary policing literature by identifying social stability as a strategic organizational outcome. Previous studies have generally emphasized operational performance, public trust, or organizational legitimacy (O'Reilly, 2023), whereas this research demonstrates that effective internal collaboration contributes to broader societal stability through integrated policing practices.

Third, the study enriches the application of Systems Theory and Collaborative Governance within police organizations. The findings confirm that organizational effectiveness depends not only on formal institutional structures but also on continuous interaction, knowledge sharing, and collaborative decision-making among organizational members. This integrated perspective provides a more comprehensive explanation of how police organizations respond to increasingly complex security environments (Qi & Ran, 2024; Von Bertalanffy, 1972).

From a practical perspective, the findings suggest that strengthening internal organizational synergy should become a strategic priority for the Central Papua Regional Police. Institutional efforts should focus on improving cross-functional coordination, enhancing integrated intelligence systems, strengthening collaborative

leadership, expanding digital communication infrastructure, and developing continuous professional training that encourages organizational learning and interdepartmental cooperation. In addition, maintaining constructive partnerships with customary leaders, religious leaders, local governments, and community organizations should remain an essential component of policing strategies aimed at sustaining long-term social stability.

Overall, the findings demonstrate that organizational effectiveness in complex security environments cannot be achieved through isolated institutional efforts. Instead, sustainable social stability depends upon the ability of police organizations to develop strong internal collaboration while simultaneously fostering productive relationships with external stakeholders. These integrated organizational capabilities position the Central Papua Regional Police to respond more effectively to evolving security challenges and contribute to sustainable public governance.

5. CONCLUSION

This study examined how internal organizational synergy contributes to supporting social stability within the Central Papua Regional Police. The findings demonstrate that internal organizational synergy is not merely an administrative mechanism but a strategic organizational capability that enables the police institution to coordinate resources, integrate operational functions, and respond effectively to increasingly complex security challenges. The thematic analysis identified four interrelated findings. First, internal organizational synergy is institutionalized through cross-functional coordination, continuous communication, intelligence information sharing, collaborative leadership, and an organizational culture that emphasizes collective responsibility. These organizational practices enable different police functions to work as an integrated system rather than as independent operational units.

Second, the findings reveal that strong internal organizational synergy contributes significantly to maintaining social stability. Effective coordination among intelligence, operational, criminal investigation, community policing, and supporting units strengthens the organization's capacity to prevent conflict, respond rapidly to security disturbances, improve community engagement, and enhance institutional legitimacy. Social stability therefore emerges not only from law enforcement activities but also from the quality of organizational collaboration that supports preventive, pre-emptive, and responsive policing strategies.

Third, the study highlights that organizational synergy within the Central Papua Regional Police is influenced by both enabling and constraining factors. Leadership commitment, organizational communication, standardized operational procedures, and collaborative organizational culture strengthen institutional coordination, whereas geographical conditions, limited infrastructure, personnel availability, and dynamic security situations continue to present significant operational challenges. These findings indicate that maintaining organizational effectiveness requires adaptive management capable of responding to the distinctive characteristics of Central Papua.

Finally, the study demonstrates that strengthening internal organizational synergy should become a long-term institutional priority. Enhancing integrated information systems, improving human resource capacity, promoting collaborative leadership, and expanding partnerships with customary institutions, local governments, and community organizations will improve organizational resilience and strengthen the police institution's contribution to sustainable social stability.

From a theoretical perspective, this study extends the literature on organizational management and policing by conceptualizing internal organizational synergy as a multidimensional organizational capability that links internal institutional processes with broader social outcomes. Rather than examining leadership, communication, coordination, or organizational culture independently, the study demonstrates that these dimensions operate collectively to strengthen institutional effectiveness. From a practical perspective, the findings provide evidence-based insights that may assist police organizations in developing more integrated organizational strategies for maintaining security and social stability, particularly in regions characterized by complex geographical, cultural, and security conditions.

Overall, this study concludes that sustainable social stability in Central Papua depends not only on the operational performance of individual police units but also on the ability of the organization to cultivate strong internal collaboration, adaptive leadership, integrated decision-making, and constructive engagement with the communities it serves.

5.1 Practical Implications

The findings provide several practical implications for the Central Papua Regional Police and other law enforcement agencies operating in complex environments. First, institutional leaders should strengthen cross-functional coordination by establishing more systematic communication mechanisms, integrated operational planning, and regular interdepartmental evaluations to improve organizational responsiveness. Second, greater investment in digital information systems and intelligence integration is required to facilitate real-time information sharing and evidence-based decision-making across organizational units. Third, continuous professional development programs should emphasize collaborative leadership, interdisciplinary teamwork, conflict management, and adaptive decision-making to strengthen organizational capability in responding to dynamic security challenges.

The study also highlights the importance of strengthening partnerships with customary leaders, religious leaders, local governments, and community organizations. Such collaboration enables police institutions to develop preventive policing strategies that are more culturally responsive and socially acceptable. In regions such as Central Papua, where community participation plays an important role in maintaining public order, strengthening these partnerships will contribute to greater institutional legitimacy and more sustainable social stability.

5.2 Limitations and Future Research

This study has several limitations that should be considered when interpreting the findings. First, the research was conducted within a single regional police organization, namely the Central Papua Regional Police. Although the findings provide an in-depth understanding of organizational synergy in this context, they may not be directly generalizable to other regional police organizations with different institutional characteristics, geographical conditions, or security environments.

Second, the study adopted a qualitative case study approach that emphasizes contextual understanding rather than statistical generalization. While this approach enabled a comprehensive exploration of organizational processes and participant experiences, future studies may complement these findings by employing quantitative or mixed-methods approaches to examine the relationships among organizational variables across a broader population of police institutions.

Third, the present study focused primarily on internal organizational synergy. Future research could broaden the analytical framework by incorporating additional organizational and environmental variables, such as organizational resilience, digital transformation, organizational learning, public trust, interagency collaboration, or institutional innovation. Comparative studies involving several regional police organizations across different provinces would also provide valuable insights into how organizational contexts influence the implementation of internal organizational synergy and its contribution to social stability.

Furthermore, longitudinal research examining organizational change over time would enhance understanding of how internal organizational synergy evolves as police institutions mature and adapt to changing governance and security environments. Such research would contribute to the continued development of organizational management theory and contemporary policing practices.

be clearly stated where appropriate.

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