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COMMUNICATION STRATEGY TO IMPROVE SYNERGY BETWEEN THE INDONESIAN NATIONAL ARMED FORCES AND THE INDONESIAN NATIONAL POLICE TO SUPPORT MILITARY OPERATIONS AND NATIONAL STABILITY DURING WARTIME

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Abstract
This scientific study highlights the importance of communication strategies in strengthening cooperation between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) to support the success of military operations while maintaining national stability during wartime. Using a qualitative approach, this study collected data through in-depth interviews with representatives from the Indonesian National Police Operations Staff, the Mobile Brigade Corps (Brimob), and the Indonesian National Armed Forces Information Center (Puspen TNI), supplemented by field observations and a SWOT analysis. The results show that the effectiveness of TNI-Polri synergy is significantly influenced by the quality of communication channels, the speed of information delivery, and the consistency of the public narrative. Strategic communication factors have been shown to play a greater role than logistical or technological aspects, as they are able to reduce the fog of war, accelerate the decision-making process, and maintain coordination between units. As a follow-up, this study recommends the development of a real-time integrated communication system based on information technology, the establishment of a cross-agency coordination forum, and the implementation of joint crisis communication training. With the implementation of a planned and comprehensive communication strategy, synergy between the TNI and Polri can become a key pillar in strengthening national resilience amidst increasingly complex and multidimensional threats and maintaining national stability, especially during wartime conditions.
Keywords: Communication Strategy, Military Operations, National Stability, TNI-Polri Synergy.

A. INTRODUCTION

Essentially, national stability is the result of balance and harmony between mutually supporting political, economic, social, and security aspects. In the modern defense era, challenges to this stability are no longer limited to conventional military threats. Instead, they emerge through new forms such as cyberattacks, the spread of disinformation, and hybrid conflicts that combine multiple threat dimensions. This situation demands that the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) not operate within sectoral silos but rather operate within an integrated system through an effective and sustainable communication strategy. Within this framework, the state, through the TNI (Indonesian National Armed Forces) and the Indonesian National Police (Polri), responds with strategic communication capabilities that serve as a mechanism for aligning perceptions, decision-making, and collective action across institutions, as a form of responsiveness to

multidimensional threats with a more adaptive, integrated, and long-term approach (L. Pauwels, 2024).

Synergy between the TNI and Polri is a key factor in the implementation of Military War Operations (OMP). The success of operations is determined not only by combat strength alone, but also by shared perceptions, smooth coordination, and rapid information exchange. Conversely, failure to establish solid communication can create tension between units, slow down the decision-making process, and even potentially undermine public trust in the state (Strachan, H, & Freedman, L, 2021). Meanwhile, Military Operations Other Than War (OMSP) emphasize stabilization, law enforcement, humanitarian assistance, and counter-terror operations. This context demands intensive interaction across sectors, such as the National Police (Polri), local governments, humanitarian organizations, and the media. Therefore, transparency, accountability, and sensitivity to human rights issues are prerequisites that cannot be ignored in formulating a communication strategy (Putra, I. B., & Santoso, R, 2022).

The conceptual differences between OMP and OMSP reflect not only variations in operational objectives but also in the implementing entities, coordination structures, and communication patterns used.

Table 1. Conceptual differences between OMP and OMSP

Aspects	Military War Operations (OMP)	Military Operations Other Than War (OMSP)
Primary Objectives	Achieves military dominance and weakens the enemy's combat capability.	Maintain national stability, law enforcement, humanitarian assistance, and counterterrorism.
Entities Involved	Dominated by elements of the Indonesian National Armed Forces (TNI) with a hierarchical and centralized command structure.	Involves cross-sectors: the Indonesian National Armed Forces (TNI), the Indonesian National Police (Polri), local governments, humanitarian organizations, and the media.
Operational Framework	Uses combat doctrine and tactics oriented toward military victory.	Uses a collaborative and coordinative approach between civilian and military institutions.
Communication Patterns	Is secretive and controlled (highly classified) to maintain operational security.	Is open and adaptive, emphasizing transparency and public accountability.
Communication Focus	Oriented toward combat effects and tactical effectiveness.	Oriented toward building trust, cross-institutional coordination, and restoring social stability.
Ethical and Human Rights Considerations	Considered strategically, but not a primary priority during combat operations.	Is a key prerequisite, with high sensitivity to human rights issues and social impacts.

Source: (Processed by Researchers, 2025)

Based on the differences outlined above, there are differences in the indicators of success of OMP and OMSP. In OMP, communication effectiveness is measured by the command narrative's ability to strengthen deterrence and support strategic diplomacy. The flow of

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public information is strictly controlled to prevent tactical leaks. In contrast, in OMSP, communication indicators include local public perception, the level of interagency collaboration, and the effectiveness of suppressing disinformation that could potentially undermine the legitimacy of the operation. Therefore, Franks, J., & Metcalfe, P, (2023) emphasize that the use of public channels such as local media, social media, and the establishment of joint information centers are crucial instruments for the success of OMP and OMSP.

In Indonesia, the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) have distinct but complementary primary duties in maintaining state sovereignty and national stability. Referring to Article 7 of Law No. 3/25 concerning Amendments to Law No. 34/04 concerning the TNI, the primary duty of this institution is to deter all forms of military threats and aggression from within and outside the country. It is part of the military force, working alongside other defense elements to safeguard state sovereignty, territorial integrity, and protect the honor and safety of the nation. Referring to Law No. 2/02 concerning the Indonesian National Police (Polri), this entity's assistance as a form of synergy is crucial in maintaining domestic security stability during war or martial law, as a deterrent against infiltration or sabotage, as well as securing logistics and supporting communities for operations, and providing moral and social support as strategic information managers for the public. In the context of OMP, the Indonesian National Police (Polri) actively supports the Indonesian National Armed Forces (TNI) by prioritizing the integration of communication strategies with national defense interests. This support comes in various key, complementary dimensions, strengthening the effectiveness of cooperation between the two institutions.

The differences in core duties between the TNI and Polri are reinforced by their differing historical organizational cultures and inconsistent command and accountability mechanisms. Quoting Yulianto, B.A. (2023), these conditions make the issue of synergy between the two institutions crucial, particularly when the country faces situations of war or prolonged conflict that demand effective joint operations. Referring to Anindyajati & Priamarizki (2023), obstacles to TNI-Polri synergy are not solely determined by material or resource limitations, but rather rooted in institutional and communication aspects. The absence of integrated standard operating procedures (SOPs), low interoperability of communication systems, and misalignment of communication strategies between institutions often slow coordination and reduce the effectiveness of joint operations (Haripin et al., 2023). Therefore, increasing integration does not only require modernization of defense equipment or technological devices. However, it also requires the development of a strategic communication framework capable of unifying perceptions, strategies, and actions between the TNI and Polri. Navalina, V. K. F., & Sumartono, W. A. P, (2025) stated that the practice of civil-military cooperation in various countries emphasizes the importance of aligning narratives, coordination mechanisms, and interoperability across actors in facing contemporary multidimensional threats.

To be responsive to the complex dynamics of the various threats outlined above, the Unitary State of the Republic of Indonesia requires an integrated defense and security posture capable of operating synergistically under a single command and with a aligned strategic vision. OMP, as the most intensive form of defense operations, demands command integration, tactical interoperability, and harmonization of communication strategies between elements of national power, particularly between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri). Therefore, TNI-Polri synergy is not only an operational requirement but also a strategic component of the implementation of the Total People's Defense and Security System (Sishankamrata), which serves as the main foundation

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of the national defense architecture. However, the dimensions of the Polri's role in supporting OMP, particularly through communication strategies, have been relatively understudied. Studies on Polri's strategic communication focus on the context of institutional crises, public image, and domestic security management. Polri's contribution to the relevance of strategic communication in the context of OMP has not been detailed in policy documents. Therefore, this study, which positions Polri's communication strategy as an integral part of defense synergy, will not only expand the academic literature on civil-military relations in Indonesia but also provide a relevant empirical basis for policy formulation. This approach has the potential to produce a more comprehensive and responsive defense strategy to contemporary threats, including the challenges of hybrid warfare and the spread of disinformation.

Based on the above explanation, this research seeks to answer the following pressing questions:

1. How effective is the communication strategy in enhancing TNI-Polri synergy to support military operations and national stability during wartime?
2. How are internal and external strategies designed to enhance TNI-Polri synergy to support military operations and national stability during wartime?
3. How is communication strategy a determining factor in enhancing TNI-Polri synergy to support military operations and national stability during wartime?

B. LITERATURE REVIEW

A literature review is an important part of the framework in a scientific study that contains deductions and basic concepts of research foundations that generally come from journals, leading syllabi, and thoughts from experts. This foundation is useful for providing guidance in compiling hypotheses and research methods, explaining the variables that are the subject of research, formulating hypotheses, controlling research variables, interpreting and analyzing data, and other things included in research rules. In the research Communication Strategy in Improving Synergy between the Indonesian National Armed Forces (TNI) and the Republic of Indonesia National Police (Polri) to Support Military Operations and National Stability in Times of War, the researcher uses the following research focus approach:

- Communication Theory as a grand theory, providing comprehensive insights into events from a broad perspective as an abstraction of a broad theoretical framework.
- In middle-range theory, the author uses Offense-Defense Theory and Synergy Theory to be more concrete and testable, often emerging from empirical research.
- Then, in applied theory, which relates to the application of theoretical knowledge to solve real-world problems, in this study the author develops practical solutions to specific problems using approaches such as Cooperation Theory and Fog of War and Friction Theory.

Communication Theory

The shift in perspective on communication strategy in the defense and security sector is now understood as a strategic instrument that plays a direct role in achieving political, military, and social goals, no longer merely a messaging technique. This demonstrates that communication not only facilitates the flow of information but also shapes public perception, strengthens the legitimacy of operations, and directs public opinion toward national interests. This explanation is emphasized by Hallahan et al. (2021) who define communication strategy as the primary conceptual framework for interpreting TNI-Polri synergy in the context of OMP.

Miskimon et al. (2022) reveal the relevance of strategic narratives theory to grand theory, providing a conceptual foundation for understanding how message consistency and narrative unity play a crucial role in maintaining the legitimacy of military operations in the public

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sphere. To address contemporary threats, the relevance of information operations and hybrid warfare theory (Renz, 2021) explains the complexity of modern warfare in Military Warfare Operations, with the scope of information operations becoming a decisive strategic dimension in both military and non-military competition. The sensemaking perspective proposed by Weick et al. al.'s (2020) work on crisis communication opens up the opportunity for a more in-depth analysis of how the Indonesian National Armed Forces (TNI) and Indonesian National Police (Polri) interpret and navigate uncertain situations on the battlefield.

The combination of these four theoretical frameworks emphasizes that communication strategy functions not merely as a means of conveying messages, but as a strategic instrument that integrates coordination, legitimacy, and information defense for the success of the OMP and the maintenance of national stability.

Offense-Defense Theory

Giulio et al. (2024) emphasized that the balance between offensive and defensive capabilities significantly determines security dynamics and the likelihood of conflict. In the context of this research, communication strategy has a dual role. First, as a defense tool, fast, precise, and consistent communication strengthens information protection from enemy propaganda. Second, as a mechanism for balancing offense and defense. Communication coordination enables the Indonesian National Armed Forces (TNI) to carry out offensive operations with the support of the Indonesian National Police (Polri) in maintaining domestic stability. And, as an instrument of national stability, a unified strategic narrative helps maintain public legitimacy and increases public trust in the actions of the authorities. Thus, the country's defensive stability can be effectively maintained.

Table 2. Elements of Offense - Defense Theory

Elements of Offense-Defense Theory	Operational Indicators
Offense (communication attack)	- Number of proactive TNI-Polri communication campaigns - Reach of public narratives - Consistency and appropriateness of narratives to operations
Defense (communication defense)	- Responsiveness to disinformation - Issuance of press releases - Level of public trust in TNI-Polri messages
Balance	- Consistency of messages between institutions - Coordination of timing and message content - Level of operational success without conflict between institutions
Coordination	- Frequency of TNI-Polri coordination forums - Implementation of integrated communications standard operating procedures - Effectiveness of joint exercises in aligning public perceptions and narratives

Source: (Processed by Researchers, 2025)

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Synergy Theory

Cattell (in Andriansyah, 2023) states that synergy is the result of cooperation or collaboration between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) to produce output greater than the sum of each party's individual contributions. This synergy stems from the theory of group synergy, which posits that a unified entity possesses a personality reflected in the interactions of its members, enabling the resulting quality to exceed the sum of its individual qualities.

Setiawan (2021) strengthens the theoretical framework of synergy through the Relational Synergy perspective. This perspective emphasizes that trust between actors, understanding of institutional mandates, and open and continuous communication are fundamental to successful cooperation. Optimizing TNI-Polri synergy in threat response emphasizes that clarity of command and control and standardization of operational regulations are key factors in strengthening cooperation and overcoming tactical obstacles in the field.

The theory of synergy emphasizes the importance of cross-sector cooperation to achieve optimal results compared to each party working separately. In practice, inter-institutional relations, such as those between the TNI and the Indonesian National Police (Polri), synergy plays a key role in maintaining national stability. Thus, the implementation of military operations becomes more efficient, while strengthening efforts to maintain order and security in the country as a whole (Robbins, Stephen P, 2023).

Cooperation Theory

Susanto (2021) provides a conceptual foundation for how military, police, and civilian actors interact in war situations and post-conflict stabilization. This is achieved through external communication strategies to prevent operations from causing social instability.

Nugroho (2020) argues that although the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) are state apparatuses, they have different organizational cultures and command structures. Therefore, autonomous policy governance of TNI-Polri cooperation is necessary through administrative matters. Setiawan (2022) further argues that communication strategies cannot simply rely on standard operating procedures (SOPs). They must be built on the quality of relationships between the entities through effective and efficient communication.

Handayani (2021) emphasizes that the psychological and institutional aspects of the TNI-Polri cooperation cannot be ignored. Trust, legitimacy, and reciprocity are prerequisites for successful cross-organizational communication. Furthermore, Lemhannas (National Resilience Institute) (Lemhannas) expands the dimensions of cooperation to the external realm. Where the TNI-Polri maintain political and social legitimacy in the midst of war to convey consistent public messages and carry out counter-disinformation.

Fog of War and Friction Theory

Carl von Clausewitz (1832) argued that in the context of warfare, uncertainty is an obstacle that makes war difficult to predict and control. Therefore, support for the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) in Military Operations and National Stability during Wartime can be optimized through adaptive policy intelligence systems, responsiveness to change, and flexibility in mechanisms to address field constraints. These are characteristics of warfare in the context of changing times (the characteristics of warfare).

In the context of TNI-Polri synergy, according to Santoso (2021), the fog of war reflects crucial challenges when both institutions must integrate information systems, maintain responsiveness, and coordinate across commands under the pressure of military operations. Therefore, strategic communication plays a vital role in reducing the fog of information and ensuring effective coordination. Lestari (2022) describes friction as a variety of almost

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unavoidable operational obstacles, ranging from differences in organizational culture, structural rivalries, logistical limitations, to disparities in operational doctrine between the TNI and the Indonesian National Police.

These two concepts emphasize that communication strategy is not merely technical. Rather, it is the main determinant for the realization of TNI-Polri synergy in supporting contemporary military operations, including in facing the threat of hybrid warfare.

C. RESEARCH METHODOLOGY
Research Design and Approach

This research uses a qualitative approach with a case study design. The primary focus of this study is to explore the dynamics of synergy between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) in the context of supporting military operations and national stability during wartime. The purpose of choosing a qualitative approach is based on understanding not only the formal structure of cooperation but also the factors that influence it and the communication strategies that develop when both institutions face real threats.

Sugiyono (2019) explains that qualitative research is guided by the philosophy of postpositivity. Researchers act as instruments to uncover the meaning of the natural conditions of organizational communication strategies in enhancing TNI-Polri synergy to support military operations and national stability during wartime, using the principles of inductive triangulation analysis. Furthermore, Moleong (2017) explains that qualitative research is a type of research in which research subjects gain a broad understanding of relevant phenomena to support Military Operations and National Stability during Wartime, through organizational communication strategies to enhance TNI-Polri synergy.

The relevance of qualitative selection to the case study design, because in this research not only aims to find general patterns, but also to understand in depth how strategic communication plays a key role in building inter-agency interoperability in the context of military operations.

Location and Time of Research

The research was conducted at the Main Operations Staff Office of the Indonesian National Police (Stamaops Polri), the Mobile Brigade Corps Office of the Indonesian National Police (Korbrimob Polri), and the Indonesian National Armed Forces Information Center (Puspen TNI). These locations were chosen because the researchers found the data sources relevant to the research objectives (Sutopo, 2006).

The research was conducted between July and November 2025. This selection of locations aimed to obtain actual and contextual empirical data related to the operational activities of the research subjects.

Subjects and Objects of Research

Moleong (2017) explains that the research subjects are informants willing to provide information related to the study of Communication Strategy in Improving TNI-Polri Synergy to Support Military Operations and National Stability in Wartime. Therefore, the author determined the informants or respondents using purposive sampling techniques, based on a database through experience, credibility, and competence in their fields (Sugiyono, 2019). The informants in question are officials who have the authority and knowledge related to the research being conducted. These informants are:

Table 3. Informant Data

No	Resource Person

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1	Head of the Operations Control Bureau of the Indonesian National Police's Special Operations Command
2	Head of Operations Planning and Administration for the Indonesian National Police's Mobile Brigade Corps (Korbrimob)
3	Head of Public Information for the Indonesian National Armed Forces Information Center (Puspen TNI)

Source: (Processed by Researchers, 2025)

Meanwhile, Sugiyono (2019) explains that the research object is the focus of the research to be used as a scientific objective based on the results of the exploration of objective data in an accountable and validated manner. Therefore, the research object in this study is not limited to the technical dimensions of operational synergy between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri). Instead, it is directed more specifically at communication strategies that form the foundation for effective collaboration in facing the threat of war while maintaining national stability.

Data Collection Techniques

The author prepared plans for data collection techniques to facilitate validation, manageability, and compatibility with the data framework in the field. Therefore, the author used the triangulation method, combining several data collection techniques (Sugiono, 2017). These are:

1. In-depth interviews were conducted with the Head of the Operations Control Bureau of the Indonesian National Police's Special Operations Command (Stamaops), the Head of Operations Planning and Administration for the Indonesian National Police's Mobile Brigade Corps (Korbrimob), and the Head of Public Information for the Indonesian National Armed Forces Information Center (Puspen TNI). These interviews were semi-structured, with questions designed to systematically yet flexibly elicit information, ensuring a better understanding of the dynamics of inter-institutional cooperation.
2. Documentation was used to obtain secondary data in the form of policy reports, news, photos, videos, and other official documents related to the TNI-Polri synergy in supporting Military Operations and National Stability during Wartime.
3. Observation was used to obtain empirical data regarding the practice of TNI-Polri synergy in supporting Military Operations and National Stability during Wartime. Through observation, researchers were able to directly observe the dynamics of coordination, troop deployment patterns, and the implementation of strategies in the field.
4. Mardalis (2010) states that a literature review is a study that collects relevant information related to the topic or problem at hand. The literature reviewed in this research is as follows:
   ● Regulation of the Minister of Defense of the Republic of Indonesia Number 23 of 2015 concerning the Indonesian Defense White Paper
   ● Regulation of the Minister of Defense of the Republic of Indonesia Number 26 of 2014 concerning the National Defense Strategy
   ● The 1945 Constitution of the Republic of Indonesia

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- Law of the Republic of Indonesia Number 2 of 2002 concerning the Indonesian National Police
- Law of the Republic of Indonesia Number 3 of 2002 concerning National Defense
- Law of the Republic of Indonesia Number 3 of 2005 concerning Amendments to Law No. 34 of 2004 concerning the Indonesian National Armed Forces
- Law of the Republic of Indonesia Number 23 of 2019 concerning Management of National Resources for National Defense

Data Validity Checking Techniques

In this study, data validity was checked using several complementary methods. These are:

- Triangulating sources (Moleong, L. J, 2019), by comparing information from various relevant sources, ensures that the data does not come from a single perspective but rather reflects a complexity of views.
- Using method triangulation (Sugiyono, 2019) through a combination of in-depth interviews, direct field observations, and analysis of policy documents and operational reports. This aims to verify data consistency and avoid bias from a single method.
- Applying time triangulation to data collection, which is conducted at different times. This is important because communication strategies in military operations are often dynamic, influenced by threat escalations and changing situations on the ground.
- Next, conducting member checks, namely confirming interview results and analytical interpretations with informants (Poerwandari, E. K, 2017). This practice not only ensures accuracy but also provides an opportunity for informants to provide further clarification.
- Researchers also conduct peer debriefings with academics and practitioners who understand strategic communication and defense and security issues. This discussion helps enrich the analysis and maintain the objectivity of the research.

Data Analysis Techniques

Qualitative data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña (2014), which includes three main stages:

- Data reduction stage to group information relevant to the TNI-Polri communication strategy. This includes, for example, coordination mechanisms, strategic messaging patterns, and factors influencing the effectiveness of collaboration. This process ensures that the data remains focused on the research objective, namely, understanding how strategic communication supports synergy in the face of war threats.
- The next stage is compiling the information in a neat and structured format, such as a matrix, table, chart, or narrative description. This presentation aims to enable researchers to understand TNI-Polri interaction patterns, identify communication barriers such as differences in organizational culture or complex command flows, and assess communication strategies implemented in border operations and joint operations. Through systematic data presentation, the dynamics of collaboration can be more clearly visualized, making it easier for researchers to formulate relationships between variables in the context of Military War Operations (OMP).
- Next, focus on testing the validity of the findings through additional data confirmation, peer discussions, and member checking with informants. From this process, researchers can draw conclusions regarding effective strategic

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communication patterns to build TNI-Polri interoperability, while also producing a practical picture of how communication synergy can strengthen national stability during wartime.

Data Processing Techniques

In this study, data processing was carried out through a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. Sasoko, et.al (2023) explained that this approach was chosen because it is able to present a comprehensive picture of internal and external conditions that influence the quality of synergy, while also presenting an applicable strategic framework to strengthen collaboration in the context of Military War Operations (OMP). Thus, the integration of the SWOT analysis results formulates a communication strategy that not only strengthens the role of the TNI-Polri as central actors in national defense and security, but also emphasizes strategic communication as a key instrument in building resilient synergy in facing war scenarios.

D. RESULT AND DISCUSSION

This study demonstrates that synergy between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) in conducting military operations is an unavoidable strategic necessity for maintaining national stability. While these two institutions have different mandates, they share a common goal: safeguarding national sovereignty and security. The TNI plays a key role in addressing external, militaristic threats, while the Indonesian National Police (Polri) focuses on law enforcement and maintaining domestic security. In carrying out their duties in the field, these two institutions cannot operate independently. Essentially, they depend on each other for both Military Operations (OMP) and Military Operations Other Than War (OMSP).

The application of Hallahan et al.'s (2021) Communication Theory in this study demonstrates that communication is the backbone of building mutual understanding and ensuring a rapid response between agencies. Referring to in-depth interviews with Karodalops Stamaops Polri informants, communication is not merely conveying messages but rather a bridge that fosters mutual trust between both institutions. Through effective communication, every order is clearly received, consistently implemented, and understood within the framework of shared goals. This creates an ideal of uniform perception among personnel serving in the field.

The research results show that the role of communication strategy in building synergy between the TNI and Polri encompasses three main aspects:

- Internal Communication, focusing on strengthening vertical communication channels within the chain of command and reporting. Horizontal communication is also being implemented to streamline coordination between units.
- External Communication, aimed at harmonizing public messages between the TNI Information Center and the National Police Public Relations Division. This ensures a unified, consistent, and credible narrative.
- Technological Communication, utilizing a shared, encrypted network-based information system to expedite the flow of data, instructions, and decision-making in the field.

By implementing these three mechanisms, the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) can establish a communication pattern that is not only tactical but also strategic. The immediate implications are seen in reducing the potential for miscommunication and increasing command cohesion. Both factors determine the success of synergy in the field of duty.

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However, according to an in-depth interview with a source from the Head of the Operations and Operations Division of the Indonesian National Police's Mobile Brigade Corps (Korenminops), the main obstacle to implementing communication strategies between the TNI and Polri lies in the differences in their organizational structures and communication protocols. Each institution has its own hierarchical system, tools, and procedures based on its own organizational characteristics and culture. However, these differences are not always easily reconciled. In emergency situations, this lack of synchronization often slows down the decision-making process and has the potential to cause friction in the field. Furthermore, there are still gaps in understanding at the individual level regarding the division of tasks and the boundaries of authority. Sectoral egos dominate coordination among parties, and differing perceptions of authority status often hinder the realization of solid synergy.

On the other hand, Carl von Clausewitz's (1832) Fog of War and Friction Theory on political dynamics and the flow of public opinion also poses a significant challenge. Poorly coordinated external communication can create information bias within the public. This communication gap can be exploited by certain parties to undermine the state's legitimacy. Therefore, strategic communication sensitivity is key not only to maintaining the institution's image but also to strengthening public trust in the state apparatus as the vanguard of national security and sovereignty.

Referring to the results of data processing in research using SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis techniques, a comprehensive overview of the position of communication strategy in building synergy between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri), particularly between Stamaops as operational planners and the Mobile Brigade Corps (Brimob) as field implementers, provides a comprehensive overview of the effectiveness of the TNI-Polri communication strategy in the context of joint operations.

Table 4. SWOT Analysis Table of TNI-Polri Communication Strategy

Aspects	Results
Strength	- Clarity of command structure,
Weakness	- Differences in organizational culture,
Opportunities	- Joint training,
	- Utilization of real-time technology,
	- Strong public support,
	- Global demand for rapid response to hybrid threats.
Threats	- Political dynamics influencing security policy,
	- The development of asymmetric threats,
	- The potential for disinformation,
	- The risk of erosion of public trust.

Source: (Processed by Researchers, 2025)

In general, the SWOT analysis interpretation table in communication strategy is not merely a supporting element, but rather a determining factor in the success of the TNI and Polri synergy. Existing strengths and opportunities need to be continuously optimized, while weaknesses and threats must be anticipated through harmonized SOPs, increased interoperability, and transparent public communication management. In this way, strategic communication can support the effectiveness of joint operations while strengthening national stability during wartime.

Table 5. SWOT Derivative Strategy Table for TNI - Polri Communication Strategy

IFAS —————►	STRENGTH	WEAKNESS

EMPTY EFAS	- Clarity of command structure, - Integrated communications network integration, - Shared history of joint operations, - Regular coordination forums; - Utilization of modern communications technology	- Differences in organizational culture, - Sectoral egos, - Limited interoperability of communication systems, - Risk of miscommunication in emergency situations.
OPPORTUNITIES - Joint training, - Utilization of real-time technology, - Strong public support, - Global demand for rapid response to hybrid threats.	**STRATEGI SO** - Optimizing command clarity to support the use of information technology in joint operations. - Strengthening the solidarity of the TNI-Polri in the public eye within the Sishankamrata framework. - Utilizing the history of joint operations as a defense technology asset.	**STRATEGI WO** - Harmonizing SOPs to enhance interoperability. - Reducing the cultural gap between military and civilian organizations through joint international training and exchange programs. - Addressing technological limitations by leveraging international cooperation and the development of the national defense industry.
THREATS - Political dynamics influencing security policy, - The development of asymmetric threats, - The potential for disinformation, - The risk of erosion of public trust.	**STRATEGI ST** - Leveraging the power of communications technology to counter cyberwarfare and enemy propaganda. - Utilizing clear chains of command to mitigate the effects of the Fog of War on the battlefield. - The solidarity of the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) as a bulwark against public disinformation.	**STRATEGI WT** - Establishing a multi-directional communication mechanism to reduce top-down dominance. - Improving internal cybersecurity systems to address the threat of information warfare.

Source: Processed by Researchers, 2025

Thus, the SWOT analysis derived from the strategic table not only produces a list of internal and external factors, but also leads to the implementation of strategic recommendations. Through effective communication, the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) are able not only to strengthen operational synergy but also to uphold national stability during wartime with long-term resilience.

The effectiveness of communication strategies in enhancing TNI-Polri synergy to support military operations and national stability during wartime

In the context of War Military Operations (OMP), with the dynamics of battlefield pressure, information uncertainty, and the risk of fog of war, rapid, clear, and coordinated communication is required to unify the perceptions and actions of personnel in the field. As exemplified by the Indonesian National Police's Stamaops, vertical communication from central command to implementing units is crucial to ensure operational discipline (unity of command) and prevent distortion of instructions. Meanwhile, horizontal communication between units, including routine coordination between the Indonesian National Police Mobile Brigade (Brimob) and TNI elements, helps align field tactics, reduce overlapping authority, and maintain flexibility in the face of wartime dynamics, in line with the principle of sensemaking (Weick et al. 2020).

In Military Operations Other Than War (OMSP), with its relatively lower combat pressure dynamics, increased complexity of cross-agency coordination and interaction with civil society is required. In this regard, the communication strategy focuses on integrating SOPs, joint exercises, and the use of information technology to strengthen interoperability without creating chaos in the field. Communication remains the linchpin between TNI and Polri units, enabling rapid response to non-war threats, securing vital objects, and crowd control. The role of the Indonesian National Police Mobile Brigade (Brimob) in OMSP engagement is key as an operational liaison and bridge with the community. Meanwhile, the Indonesian National Police's Special Operations Unit (Stamaops) ensures communication alignment with the strategy developed by TNI elements.

In general, the communication strategy functions in both OMP and OMSP as follows:

- Effective vertical communication between the central command and the implementing units has proven crucial in ensuring operational discipline. The chain of command between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) must be unbroken, as operational success is crucially determined by the speed with which instructions reach the front lines. Theoretically, the flow of information is a vital element in maintaining organizational continuity (Gittel et al., 2021). Therefore, an effective communication strategy strengthens unity of command while minimizing the risk of instruction distortion.
- Horizontal communication between TNI and Polri units has demonstrated effectiveness in preventing overlapping authority and aligning field tactics. Routine coordination in the field and the use of integrated communication channels significantly help avoid miscommunication, particularly when allocating security sectors. Hallahan et al.'s (2021) perspective emphasizes communication as the primary conceptual framework for understanding the synergy between the two institutions. With an integrated coordination and communication forum, operational synergy is not only maintained but also more flexible in facing the dynamics of war situations.
- The TNI-Polri communication strategy includes the use of information technology as an instrument of interoperability. An integrated digital communication system

with layered security protocols accelerates decision-making while protecting networks from cyberwarfare. Relevant to Renz's (2021) theory, adopting new technologies in communication systems strengthens coordination effectiveness and accelerates response to threats.

- Communication effectiveness can be understood through the sensemaking perspective proposed by Weick et al. (2020), who argue that crisis communication opens up opportunities for deeper analysis, as the TNI and Polri are interacting national defense subsystems. Synergy in the field can only be maintained if communication serves as a binding force; without it, each unit will operate independently. Thus, communication serves as a pathway that keeps the national defense system alive and adaptive to the threat of war.

Furthermore, an effective communication strategy strengthens the defensive position by maintaining internal stability while enabling measured offensive actions (Giulio et al., 2024). Solid communication ensures a strong defense while simultaneously enabling precise counterattacks. This emphasizes the dual role of communication strategy: maintaining stability while supporting offensive initiatives.

Internal and external strategy designs enhance synergy between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) to support military operations and national stability during wartime

Communication strategy designs, both internal and external to the TNI and Polri, are not merely technical instruments but also serve as a unifying force that unites the two major institutions, enabling them to act as one entity. This strategy is developed through:

- Internally, the communication strategy is aimed at ensuring effective command structures, uniform operational procedures, and enhanced personnel capacity through joint training. Clear instructions and uniformity between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) are key to enhancing synergy. Without shared standards, coordination in the field is easily disrupted. Therefore, communication within the Indonesian National Police's (Polri) Stamaops and TNI units serves as a control instrument, ensuring that all personnel understand the same rules of the game and strengthening operational discipline in the field.
- Externally, the communication strategy aims to strengthen interoperability between units, utilize digital communication technology, and build public support. Regular coordination forums between the Indonesian National Police's Mobile Brigade (Brimob) and TNI elements, through integrated communication channels, serve not only for inter-unit communication but also to align perceptions when dealing with the public in the operational area. Therefore, the external communication strategy is not only about data flow and technical coordination, but also a means of building social legitimacy so that the public understands and supports joint operations.

The effectiveness of the TNI-Polri communication strategy in the context of OMP and OMSP is understood theoretically (Giulio et al., 2024). Solid communication strengthens defense by maintaining internal stability, while enabling precise offensive measures to be taken when facing threats. The speed and accuracy of communication enable the TNI-Polri not only to defend but also to execute precise offensive measures when needed. In other words, effective communication between the TNI and Stamaops Polri elements is crucial in determining the direction of the troops' defense or even taking the initiative to attack.

Cattel (in Andriansyah, 2023) explains that the combined strength of the TNI-Polri will produce a greater effect than if the two worked separately. The Mobile Brigade (Brimob)

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Polri in the operational field must act as one entity with the TNI elements. Without synchronized communication, hesitation will arise. Conversely, if communication is aligned, the results can be greater than the sum of the TNI-Polri forces. Therefore, communication is not merely about conveying messages, but also the glue that forms a unified action. Two different institutions can generate greater collective strength because communication bridges differences in organizational structure and culture.

Effective internal and external communication strategies in OMP and OMSP activities can result in:

- Strengthening discipline and uniformity of action through command structures and standard operating procedures.
- Increasing interoperability and public support through external coordination and integrated communication channels.
- Strengthening defense while opening up space for precise offensive operations (offense-defense).
- Creating real synergy in the theater of operations, where the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) operate not as two institutions, but as one strategic unit.
- A spirit that maintains the continuity of military operations and national stability in times of war. Because communication is more than just a tool.

Communication strategy is a determining factor in increasing TNI-Polri synergy to support military operations and national stability during wartime

In-depth interviews with both sources revealed that communication strategy is a key factor in building TNI-Polri synergy in OMP and OMSP. The most influential aspects of communication are communication channels, speed of message delivery, and clarity of communication style. Appropriate communication channels ensure critical information is received by every unit, speed of delivery enables a rapid response to threats, while a clear communication style minimizes miscommunication in the field. These empirical findings confirm that inter-unit coordination is highly dependent on effective communication, not simply the adequacy of logistics or organizational structure. Even if logistics and organizational structure are adequate, communication failures can exacerbate the fog of war, resulting in unsynchronized field actions and reduced operational effectiveness. Conversely, fast, accurate, and coordinated communication helps minimize the risk of errors, strengthens strategic decision-making, and enhances unit adaptability in dynamic situations. This demonstrates that communication is often more crucial than other factors in supporting operational synergy.

A well-thought-out communication strategy facilitates cross-unit cooperation and strengthens soldier discipline and cohesion. Regular coordination forums between the Indonesian National Police's Special Operations Unit (Stamaops Polri) and the Indonesian National Armed Forces (Brimob Polri) and the Indonesian National Armed Forces (TNI), along with integrated communication channels, enable each unit to operate in harmony, prevent overlapping authority, and maintain effective responses to threats. In other words, communication is a strategic instrument for building real synergy in the field. An effective communication strategy directly contributes to increasing national resilience by strengthening operational synergy. The ability of the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) to convey information quickly, clearly, and accurately enhances readiness to face threats, maintains national stability, and ensures the effectiveness of military operations. Therefore, communication serves as a foundation that connects planning, implementation, and public support, while simultaneously preparing institutions to face the dynamics of war and peacetime in an adaptive and sustainable manner.

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E. CONCLUSION

This research confirms that an effective communication strategy is the primary foundation for strengthening synergy between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri), particularly in the context of Military Operations for War (OMP) and Military Operations Other Than War (OMSP). Through integrated planning and well-organized vertical and horizontal communication channels, both institutions are able to ensure a rapid, precise, and accurate flow of information. Regular coordination forums and integrated communication channels have proven effective in reducing the potential for miscommunication and overlapping authority, allowing for more disciplined, unified, and coordinated operations in the field.

The communication strategy design encompasses two broad areas: internal and external. The internal strategy emphasizes aligning command systems, decision-making processes, and inter-unit coordination, while the external strategy focuses on delivering a consistent public message between the TNI and Polri through mass media and digital channels. This integrated message plays a crucial role in building public support, strengthening state legitimacy, and fostering a collective public understanding of the importance of inter-agency synergy in maintaining national stability, particularly during times of crisis or war.

The research also shows that communication strategy is the most influential determinant of successful synergy, compared to logistics or organizational structure. Three key aspects of success are the accuracy of communication channels, the speed of message delivery, and the clarity of communication style. When these three elements are implemented consistently, inter-unit coordination improves significantly, responses to threats become faster, and the potential for miscommunication is minimized. Field experience shows that even with limited resources, effective communication can be the difference between operational success and failure.

Effective communication is not merely a matter of technical procedures, but also involves the art of building trust and managing egos between agencies. True synergy arises from the ability to understand differences, foster mutual respect, and maintain unity of purpose amidst stressful situations. In this context, strategic communication is a manifestation of institutional maturity and a reflection of leadership character that not only organizes structures but also unites hearts and minds for the benefit of the nation.

This research provides recommendations that the success of synergy between the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) to support military operations and maintain national stability during wartime depends heavily on optimizing a structured and integrated communication strategy. Therefore, the TNI Commander and the National Police Chief need to strengthen internal and external communication channels by emphasizing consistency, clarity, and speed of information delivery. Strengthening vertical and horizontal channels, establishing regular coordination forums, and establishing shared digital communication channels will ensure strategic messages are delivered quickly and accurately, while reducing the potential for miscommunication and overlapping authority in the field. Utilizing modern communication technology will be a crucial instrument for accelerating the flow of information and improving the accuracy of decision-making in emergency situations.

Furthermore, proactive and communicative leadership needs to be a key pivot in strengthening internal communication strategies. A leader who can convey clear directions and build trust across units will foster a collaborative and disciplined work culture. An

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effective organizational structure, coupled with a work culture that emphasizes shared responsibility, will ensure each unit can respond to threats quickly and in a coordinated manner. Externally, consistent alignment of public messages through mass media, digital technology, and cross-institutional forums is essential to build social legitimacy and public support for military operations. External communication is not merely a means of publicity, but rather a bridge connecting the state and its citizens, fostering trust, and strengthening national spirit amidst national challenges.

From a field perspective, strategic communication should be positioned as a more crucial determinant than logistics or organizational structure. The use of appropriate communication channels, the speed of message delivery, and a straightforward yet humane communication style have proven effective in strengthening inter-task coordination and ensuring a swift response to threats. Effective communication ensures that each unit operates in a synchronized, disciplined, and responsive manner to changing situations. In the context of military operations, this is key to maintaining the effectiveness, efficiency, and resilience of state institutions in the face of external and internal pressures.

The limitations of this study lie in the relatively limited timeframe and number of informants, as the research was conducted between July and November 2025 and involved two primary informants. This situation means the research results do not fully examine the technical aspects of the interoperability of the TNI-Polri digital communication system. Further studies are needed to assess the extent to which information technology, data encryption, and integrated networks can support communication synergy at the operational level.

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