



Strategy For Strengthening the Competence and Professionalism of Polri Members Through the Development of a Functional Position Model Based on A Performance Coaching System

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Abstract. Strengthening the competence and professionalism of members of the Indonesian National Police (Polri) is a strategic effort to improve the quality of public services and the performance of the police organisation. Using qualitative methods with a literature review of relevant scientific sources, this study aims to develop a functional position model based on a comprehensive performance development system. Through a systematic approach, the study examines various factors that influence the performance of Polri members, including work motivation, discipline, leadership, work environment, and professional ethics. The study identifies that improving police performance requires a multidimensional approach. Key aspects analysed include human resource development, implementation of professional codes of conduct, participatory leadership strategies, and internal bureaucratic reform. The study shows that factors such as emotional intelligence, motivation, work discipline, and organisational environment have a significant contribution to the quality of performance of Polri members. The proposed functional job model emphasises the importance of a continuous training system, competency-based performance evaluation, and professional development through a systematic approach. This strategy includes improving individual capacity, strengthening professional ethics, and optimising the police human resource management system. The research results recommend the implementation of an integrated performance development model, which not only focuses on the technical aspects of law enforcement but also pays attention to the psychological, motivational, and professional development dimensions of Polri members. This holistic approach is expected to transform the police organisation's culture towards higher standards of professionalism.

Keywords: Competence, Professionalism, Police, Performance Development System, Functional Positions.

1 Introduction

The Indonesian National Police (Polri) is a strategic institution in maintaining security, public order, and law enforcement. As the frontline of the national security system,

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the professionalism and competence of Polri members are key factors in achieving optimal organizational performance and meeting public expectations for quality public services (Abdullah, 2023). Social dynamics, technological developments, and the increasing complexity of legal issues demand continuous transformation in the system of police human resource development and training.

The importance of enhancing the competence and professionalism of the Polri cannot be overlooked in the context of law enforcement and public service. Various studies indicate that the performance of police officers is influenced by complex factors, including work motivation, discipline, leadership, work environment, and professional ethics. Gorang et al. (2022) identified in their study that work motivation, work discipline, participatory leadership, and organizational culture have a significant influence on police performance.

The main challenge in fostering professionalism within the Indonesian National Police lies in the institution's ability to develop a comprehensive approach that not only focuses on the technical aspects of law enforcement but also pays attention to psychological dimensions and professional development. This is in line with the research by Rustandi et al. (2022), which emphasizes the importance of bureaucratic reform in order to improve the quality of police human resources.

Some key indicators that point to the need for strengthening competencies include the continued occurrence of cases of ethical and professional misconduct within the Indonesian National Police. Budiarta et al. (2021) in their research underscore the significance of implementing a professional code of ethics as a fundamental instrument in maintaining the integrity and professionalism of Indonesian National Police members. Fitriani & Harahap (2021) also emphasize the importance of strict internal law enforcement against members who commit violations.

Psychological factors and the work environment also play a significant role in the development of professionalism. Baharuddin et al. (2019) revealed a significant relationship between emotional intelligence and work-related stress among police officers. Meanwhile, Hasibuan et al. (2021) found a correlation between leadership style and work environment with the work motivation of Mobile Brigade Unit members.

A systematic approach to competency development requires a multidimensional strategy. Putri et al. (2022) identified that the work environment, work discipline, and work motivation simultaneously influence the performance of Indonesian National Police personnel. This means that efforts to improve professionalism cannot be carried out partially, but must be integrated and comprehensive.

Technological and information management aspects are also crucial components in institutional transformation. Supardianto & Tampubolon (2020) highlight the importance of developing an effective management information system to support police performance. This reflects the need for innovation and adaptation to technological advancements within human resource development systems.

One key strategy is the development of a performance-based functional job model. This concept is not merely structural but focuses on empowering individual potential through a continuous development system. Adnyani (2021) emphasizes that police discretionary authority must be balanced with a development system that ensures professionalism and accountability.

Research by Agustina et al. (2023) at the General Criminal Investigation Directorate highlights the complexity of performance evaluation, which requires a comprehensive approach. This includes not only quantitative aspects but also service quality, integrity, and the ability to adapt to strategic environmental changes. The current global and national context requires the Indonesian National Police to continuously transform its organization. Hutahaean & Indarti (2020) in their study on anti-corruption strategies emphasize the need for systematic and continuous internal reform. This is in line with efforts to build public trust and improve the image of the police institution.

Indrayani (2022) in her research on strategies for restoring the image of the police through rhetoric and power relations shows that professionalism is not only reflected in technical capabilities, but also in communication and how the institution interacts with the community.

Based on these various research perspectives, the development of a functional position model based on a performance development system is a necessity. This model is not merely an administrative instrument but a strategic instrument to transform the police organization's culture toward higher standards of professionalism.

The primary objective of this research is to develop a comprehensive framework for strengthening the competencies and professionalism of police personnel. Through a systematic and multidimensional approach, the research will examine key factors influencing performance, formulate integrated development strategies, and establish a functional position model that promotes continuous professional development.

The significance of this research lies in its potential to contribute theoretically and practically to institutional reform within the Indonesian National Police. By understanding the complex dynamics that influence performance and professionalism, it is hoped that concrete recommendations can be made to support the transformation of the police institution into a more modern, accountable, and responsive organization that meets the needs of the community.

Research Question. Based on the background description above, the questions to be answered in this research discussion are:

1. How can key factors influencing the performance of Polri members be identified through the development of a functional job model?
2. What forms of institutional reform, professional ethics, and ideal leadership can be applied to improve the competence of Polri members?

Sample Heading (Forth Level). The contribution should contain no more than four levels of headings. The following **Kesalahan! Sumber referensi tidak ditemukan.** gives a summary of all heading levels.

Please try to avoid rasterized images for line-art diagrams and schemas. Whenever possible, use vector graphics instead (see **Kesalahan! Sumber referensi tidak ditemukan.**).

Academic and Practitioner Contributing. This research is expected to contribute to both the academic world and practitioners. Contributions to the academic world are expected to enrich the knowledge base and add to the body of knowledge for those who need literature on functional position development. Meanwhile, the contribution to practitioners is expected to be used as material for management decision-making in the development of functional positions in various government agencies.

II. Literature Review

Competence and Professionalism of the Police

Related studies indicate that the competence and professionalism of members of the Indonesian National Police (Polri) are critical aspects in improving the quality of public services. According to Sirait (2019), motivation is a fundamental factor in improving police performance. This is supported by Gorang et al. (2022), who identified that work motivation, work discipline, participatory leadership, and organizational culture significantly influence police performance.

Factors Affecting Police Performance

Several studies have revealed various factors that affect the performance of Polri members, including:

1. Psychological and Emotional Aspects

Baharuddin et al. (2019) studied the relationship between emotional intelligence and work stress among police officers, demonstrating the importance of psychological dimensions in professional performance.

2. Work Environment and Motivation

Hasibuan et al. (2021) explored the relationship between leadership style and work environment with work motivation among Mobile Brigade Unit members. Putri et al. (2022) also emphasized the influence of work environment, work discipline, and motivation on police personnel performance.

3. Professional Ethics

Budiarta et al. (2021) and Sukarnita & Surata (2021) emphasize the importance of implementing a professional code of ethics in shaping the integrity and professionalism of police officers. Fitriani & Harahap (2021) examine internal law enforcement based on a professional code of ethics.

Human Resource Development Strategies

Rustandi et al. (2022) analyze police bureaucratic reform in order to improve human resource quality, with a focus on public service. Andira et al. (2022) develop strategies to improve police performance in providing public services.

Leadership and Performance

Indah et al. (2022) researched the influence of leadership on performance with employee engagement as a mediating variable. FoEh & Papote (2021) identified factors influencing police performance, with leadership as one of the key variables.

Reform and Organizational Strategy

Hutahaean & Indarti (2020) examined the police force's anti-corruption strategies, while Suprihanto et al. (2023) formulated a new approach to addressing corruption as a threat. Indrayani (2022) researched strategies for restoring the police force's image through a rhetorical approach and power relations.

Performance Development and Management System

Agustina et al. (2023) evaluated police officer performance through 13 assessment components, highlighting the complexity of the performance development system. Prayoga & Nursari (2020) used the SMART method to evaluate police performance based on user criteria.

This literature review underscores the need for a comprehensive and multidimensional approach in developing the competencies and professionalism of police officers, encompassing psychological, motivational, professional ethics, leadership, and human resource management system aspects.

III. Research Method

The research method in this study was designed comprehensively to explore and analyze strategies for strengthening the competence and professionalism of members of the Indonesian National Police (Polri) using a qualitative approach through a literature review method. The qualitative approach was chosen after careful consideration in order to gain a holistic understanding of the complexity of factors that influence the performance and professionalism of police officers.

This research is a descriptive-analytical study with a systematic literature review as the main method. Through this method, researchers can critically synthesize various relevant scientific sources, identify patterns, themes, and gaps in previous research related to the development of performance and professionalism among Polri members.

Data sources were obtained from various credible academic publications, including accredited national scientific journals, publications from research institutions, scientific articles, reference books, and official documents related to Polri member development policies. The publication time frame was focused on the 2019-2023 period to ensure the recency and relevance of the data sources.

The data collection process was carried out through a systematic literature review that included source identification, academic database searches, and source selection based on predetermined inclusion and exclusion criteria. Inclusion criteria included Indonesian-language publications, research articles on the Indonesian National Police, publications from 2019 to 2023, and articles with comprehensive research methodologies. Meanwhile, exclusion criteria included opinion articles, publications without clear methodologies, and unverifiable sources.

Data analysis was carried out in stages through a process of coding, thematic analysis, and critical synthesis. These stages enabled researchers to extract main themes, identify key factors in competency development, and map theoretical and practical concepts. Comparative and critical interpretation processes were conducted to generate a deep understanding of various aspects of Polri performance development.

The research variables examined included a broad spectrum of factors influencing performance and professionalism, including work motivation, work discipline, emotional intelligence, leadership, work environment, professional ethics, performance development systems, and professional competencies. The analytical framework integrates theoretical perspectives on human resource management, the specific context of the police institution, and a systemic approach to performance development.

To ensure the validity and reliability of the research, a series of tests were conducted, including triangulation of data sources, continuous review, critical assessment of sources, and systematic documentation of the research process. However, this study has several limitations that need to be acknowledged, such as its focus on Indonesian-language literature, limited time frame, and dependence on available publications.

The research stages were carried out sequentially and systematically, starting from preparation and planning, literature collection, source selection and screening, data extraction, analysis and synthesis, interpretation of findings, to the formulation of conclusions and recommendations. Each stage was designed to ensure a comprehensive and in-depth research process.

The ultimate goal of the research is to produce an integrative and comprehensive conceptual model for strengthening the competence and professionalism of Polri members. Through a systematic approach and in-depth analysis, this research aims to make a significant contribution to the development of sustainable police human resource development strategies that are responsive to the dynamic challenges of law enforcement and public service.

IV. Results & Discussion

Strategy for Strengthening Competence and Professionalism of Indonesian National Police Members

This study produces comprehensive findings regarding strategies to strengthen the competence and professionalism of members of the Indonesian National Police (Polri) through the development of a functional position model based on a performance development system. An in-depth analysis of various scientific sources reveals the complexity of factors influencing the performance and professionalism of police officers.

Identification of Key Factors Affecting Performance

1. Psychological and Emotional Aspects

The importance of emotional intelligence in police performance cannot be overlooked. Research by Baharuddin et al. (2019) shows that emotional intelligence is not just a technical skill but also the capacity to adapt to the pressures of a dynamic job. Police members face complex situations requiring abilities such as stress management,

emotional stability, and mental resilience to effectively carry out strategic duties. Therefore, strengthening psychological aspects through stress management training, empathy development, and emotional control during crises is an urgent necessity. This step allows police officers to maintain professionalism while providing quality service to the community.

Mental toughness is also a crucial component supporting police performance, especially in high-pressure situations. It includes the ability to stay focused, maintain emotional stability, and act rationally under operational pressures. In this regard, development efforts emphasizing mental endurance can enhance police officers' ability to face challenges in both routine tasks and emergencies.

A holistic approach to psychological development is important to implement. Based on findings in the documents, human resource development in Polri should include psychological dimensions such as regular mental health assessments and emotional development programs. This can be done through psychological support programs like need-based counseling for members experiencing high pressure. Furthermore, emotional intelligence training focusing on emotion management and effective communication during operations must also be applied. Evaluating the balance between work and personal life is a strategic step to ensure police officers can fulfill their roles without sacrificing personal well-being. The relevance of psychological and emotional aspects is also closely linked to institutional reform in Polri. Internal reform that emphasizes psychological dimensions aims to ensure that members focus not only on work results but also on their emotional well-being. This strategy includes enhancing human resource management systems to incorporate psychological evaluations as part of performance assessments. With the application of comprehensive psychology-based strategies, Polri can maximize its members' potential, improve public service quality, and build public trust. These measures support the transformation of Polri professionalism toward global standards.

2. Motivation and Work Environment

Work motivation and work environment play significant roles in supporting police performance, as revealed by Gorang et al. (2022) and Putri et al. (2022). Motivation is not only understood as an individual's internal drive but also as the result of complex interactions among individual factors, structural elements, and organizational culture. In other words, work motivation is influenced by how the organizational system creates an environment that supports and motivates its members to reach their full potential.

Research by Hasibuan et al. (2021) adds a new dimension by exploring the relationship between leadership style, work environment, and motivation in the Mobile Brigade Unit. Their findings indicate that effective leadership styles can create a positive organizational climate where members feel supported in performing their duties. A good work environment, with adequate facilities, harmonious working relationships, and an inclusive work culture, becomes a primary driver for members to remain motivated and contribute optimally.

Creating a conducive organizational ecosystem is important not only for enhancing work motivation but also for providing professional development opportunities for every member. A supportive work environment enables police officers to better handle

job pressures, increase self-confidence, and strengthen commitment to the organization. Therefore, strategic approaches in developing police members must include efforts to improve the work environment, both physically and psychologically, as well as developing participative and inspiring leadership styles. By creating synergy between work motivation and a supportive work environment, Polri can ensure each member has the drive and support needed to deliver their best performance, ultimately contributing to improved quality of public service.

Institutional Reform and Professional Ethics

1. Strengthening the Code of Ethics

Enforcement of the professional code of ethics plays a central role in shaping the integrity and professionalism of Polri members. Studies by Budiarta et al. (2021) and Sukarnita & Surata (2021) emphasize that the application of the code of ethics is not merely normative rules but a moral foundation that maintains consistency between police behavior and professionalism values. Fitriani & Harahap (2021) add that internal law enforcement mechanisms based on strict ethical standards are crucial to creating a fair and effective supervisory system. This allows the police organization to firmly handle violations while protecting members who act according to ethical principles. The implementation of the code of ethics is not merely an administrative document or formality but a transformation instrument that changes organizational culture. Through this approach, the code of ethics becomes a framework regulating every action and decision of members, both operationally and in daily interactions. This process not only fosters rule compliance but also builds comprehensive internal accountability mechanisms. Police officers are encouraged to act professionally, uphold integrity, and prioritize the public interest above personal or group interests.

The approach to strengthening the code of ethics also aims to create a system supporting transparency and public trust. By consistently enforcing ethical standards, the police organization can demonstrate commitment to justice and social responsibility. This is the main foundation for building harmonious relationships between Polri and the community, ultimately strengthening institutional legitimacy and reputation in the public eye.

Moreover, strengthening the code of ethics must be accompanied by strategic efforts such as regular ethics training, formation of independent ethics councils, and transparent and accountable complaint procedures. With these steps, Polri can not only prevent and manage ethical violations but also build an organizational culture oriented towards integrity and professionalism. This transformation will positively impact overall Polri performance, increase public trust, and create an image of a responsible and modern institution.

2. Bureaucratic Reform

Bureaucratic reform at Polri is a strategic step in improving human resource quality and institutional performance. Rustandi et al. (2022) emphasize that this reform aims to create a management system that is transparent, accountable, and responsive to social changes. Such a management system ensures operational effectiveness and allows Polri to adapt to the evolving needs of society.

Efforts for bureaucratic reform cannot be separated from the main challenge of eradicating corruption within Polri. Hutahaeen & Indarti (2020) and Suprihanto et al. (2023) highlight that corruption eradication must be an integral part of institutional reform. This approach focuses not only on punishing individuals involved in corrupt practices but also prioritizes systemic transformation including the establishment of strong prevention mechanisms. This involves strengthening internal supervision systems, enforcing strict sanctions, and promoting a work culture that values integrity.

Bureaucratic reform must also be directed towards building a dignified organizational culture. This transformation includes efforts to create a work climate that supports collaboration, innovation, and performance recognition based on integrity. By building a healthy and ethical culture, Polri can encourage its members to act professionally and accountably in every aspect of their duties.

Furthermore, successful bureaucratic reform requires strong commitment across all organizational levels, from leadership to field operatives. Reform policies need to be accompanied by training and mentoring to enhance members' understanding and application of integrity and accountability values.

Through comprehensive bureaucratic reform, Polri can strengthen institutional capacity, increase public trust, and improve the institution's image as a modern, professional organization oriented toward public service. This reform is not only about improving administrative processes but also laying the foundation for Polri to meet contemporary challenges with transparent, accountable, and responsive approaches.

Leadership and Professional Development

1. Participative Leadership

Indah et al. (2022) explore leadership's influence on performance, with employee engagement as a mediating variable. FoEh & Papote (2021) identify leadership as a key factor in shaping professionalism. The participative leadership model developed focuses on:

- a. Empowering individual potential;
- b. Collaborative decision-making;
- c. Sustainable leadership capacity development.

2. Sustainable Development System

Agustina et al. (2023) evaluate performance through 13 assessment components, revealing the complexity of performance development systems. Prayoga & Nursari (2020) use the SMART method to measure performance based on user criteria.

Functional Position Model Recommendations

Based on comprehensive analysis, this study recommends a functional position model based on a performance development system characterized by:

1. Multidimensional Approach

- a. Integrate psychological, motivational, and professional aspects;
- b. Focus on holistic competency development.

2. Continuous Assessment System

- a. Competency-based assessment;

- b. Feedback mechanisms and continuous development.
- 3. Organizational Culture Transformation
 - a. Strengthening professional ethics;
 - b. Building a supportive work environment.
- 4. Continuous Professional Development:
 - a. Integrated training programs;
 - b. Competency-based career acceleration mechanisms.

The transformation of Polri professionalism requires a comprehensive approach that goes beyond technical aspects. Systemic strategies addressing psychological, motivational, structural, and cultural dimensions are necessary.

The proposed functional position model is not merely an administrative instrument but a strategic platform to transform police organizational culture toward global professionalism standards. This holistic approach is expected to address dynamic challenges in law enforcement and public service in the contemporary era.

V. Conclusion

This comprehensive study on the strategy to strengthen the competence and professionalism of members of the Indonesian National Police (Polri) yields fundamental findings that depict the complexity of shaping professional police performance. Through a systematic analysis of scientific publications, the research successfully reveals that Polri's professionalism is not a simple phenomenon that can be understood through a single approach, but rather the dynamic interaction of various multi-complex dimensions.

The study results indicate that the factors forming police professionalism are simultaneous and intrinsically interconnected. Emotional intelligence, work motivation, organizational environment, participative leadership, enforcement of the professional code of ethics, and a sustainable development system are key elements that comprehensively influence the quality of Polri members' performance.

The theoretical contribution of this research lies in the development of a multidimensional conceptual framework that goes beyond the traditional understanding of institutional professionalism. By mapping the complex factors affecting performance, this study provides a new perspective on understanding the dynamics of police organizational transformation.

The recommended functional position model is designed as a strategic instrument for institutional reform. This model is not merely an administrative mechanism but a transformative platform enabling holistic human resource development. This comprehensive approach includes a competency-based assessment system, continuous professional development mechanisms, and a focus on changing organizational culture.

The strategic recommendations produced include implementing emotional intelligence development programs, reforming development systems through a multidimensional approach, strengthening code of ethics enforcement mechanisms, developing participative leadership, and creating a supportive and conducive work environment.

This study makes a significant contribution to understanding the complexity of shaping police professionalism, providing a conceptual framework for institutional transformation, and producing a comprehensive performance development model. Nonetheless, the study acknowledges its limitations, such as its focus on Indonesian-language literature and a limited publication time frame.

Recommendations for future research include comparative exploration with international literature, development of empirical models through field research, and in-depth investigation into the specific variables identified.

Ultimately, the proposed functional position model serves as a strategic platform to transform police organizational culture. This holistic approach is intended to address the complex challenges of law enforcement and public service in the contemporary era. The transformation of Polri professionalism requires sustained commitment from all stakeholders.

By adopting a comprehensive development model, the police institution can systematically improve human resource quality, build public trust, and realize superior security services. This research not only offers technical solutions but also provides a philosophical and practical foundation for ongoing reform in the Polri member development system.

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