

OPTIMIZING THE IMPLEMENTATION OF POLRI PROFESSIONAL ETHICS CODE AS AN INSTRUMENT TO INCREASE ACCOUNTABILITY AND PUBLIC TRUST IN BEKASI METRO POLICE

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ABSTRACT

This study aims to analyse the optimization of the implementation of the Polri Professional Code of Ethics (KEPP) as an instrument for the transformation of the Polri in the Bekasi Metro Police in order to increase accountability and public trust. The background of the research is based on a global phenomenon characterized by the conditions of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), which encourage rapid changes in social, economic, and political life, as well as increasing public criticism of police performance. The research method used was a qualitative approach with descriptive analysis techniques, supported by document review, secondary data, and online questionnaires to 102 respondents. Data analysis was carried out through the integration of External Factors Analysis Summary (EFAS), Internal Factors Analysis Summary (IFAS), and Strategic Factors Analysis Summary (SFAS) with the help of the Analytical Hierarchy Process (AHP). The results of the study show that although the level of public satisfaction with the performance of the Bekasi Metro Police in 2023 has increased significantly compared to the previous year, a number of performance indicators such as the clearance rate of conventional crimes and personnel discipline are still not optimal. This study concludes that optimizing KEPP requires problem oriented policing, ranging from adaptive education and training, fostering a code of ethics that is integrated in work programs, to collaboration with academics, local governments, and the community. Continuous evaluation through a risk management framework is key to strengthening institutional integrity and maintaining public trust.

Keywords: Public Trust, Professional Code of Ethics, Polri Presisi, Problem Oriented Policing

1. INTRODUCTION

Today's global developments are characterized by a condition known as Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), which is an unstable, uncertain, complex, and ambiguous situation. This phenomenon is reflected in increasingly complex social, economic, and political dynamics. The abundant flow of information, especially through digital media, causes the blurring of the boundaries of information clarity and makes it difficult for people to sort out the truth. This rapid change also affects the way people live, work, and interact, where technology plays a major role in almost all aspects of life, including education, work, trade, and tourism.

This condition presents significant challenges for the National Police of the Republic of Indonesia (Polri). The public is now increasingly critical and demands professional performance from the Polri, especially because of the wide access to information through social media. Not infrequently, mistakes or deviant behavior of individual members of the Polri have implications for the decline of public trust in the institution as a whole. Therefore, the Polri is required to be adaptive and responsive in dealing with these changes.

The Bekasi Metro Police is one example of a police institution that shows positive achievements. Based on the 2023 Government Agency Performance Report (LKIP), the Bekasi City Police service satisfaction indicator reached 487 out of a target of 100. This achievement is in line with the Polri Chief's policy through the Transformation Towards a Polri Presisi program, which includes organizational transformation, operations, public services, and supervision. Thus, the high level of public satisfaction with the Bekasi City Police needs to be maintained and improved continuously as an effort to strengthen public trust.

However, the increasingly widespread disclosure of information also opens up opportunities for the public to find and criticize the bad behaviour of members of the Polri. This is a serious threat to efforts to build a positive image and maintain the legitimacy of the institution. Therefore, the internalization of the values of the Polri Professional Code of Ethics (KEPP) as stipulated in Perpol No. 07 of 2022 is crucial. The consistent application of the code of ethics is believed to be able to minimize deviant behaviour and encourage the formation of stronger integrity of Polri members.

Nationally, the results of the Integrity Assessment Survey conducted by the Corruption Eradication Commission (KPK) show fluctuations in the integrity achievement of the Polri, which was 80.7% in 2021, decreased to 66.49% in 2022, and again increased to 72.78% in 2023. The positive contribution of the Bekasi City Police through the achievement of high public satisfaction shows the important role of the regional police unit in supporting the

transformation of the Polri Presisi. With the learning process and strengthening professional ethical values, the transformation is expected to be able to restore the institution's reputation and increase public trust.

Based on this description, optimizing the implementation of the Polri Professional Code of Ethics at the Bekasi Metro Police is a strategic step in supporting the realization of a Polri Presisi while maintaining the sustainability of public trust. The positive contribution of the Bekasi Metro Police through the achievement of high public satisfaction shows the important role of the regional police unit in supporting the transformation of the Polri Presisi. With the learning process and strengthening professional ethical values, the transformation is expected to be able to restore the institution's reputation and increase public trust. On that basis, it is necessary to further study how the implementation of the Polri Professional Code of Ethics at the Bekasi Metro Police can be optimized to support the transformation towards a Polri Presisi and maintain public trust in a sustainable manner.

2. METHOD

This research departs from the phenomenon of low implementation of the Polri Professional Code of Ethics which has implications for the emergence of behavioural deviations among some members of the police. This condition can have a direct impact on the decline in the level of public trust. By referring to the humanistic-existential-based coaching theory, this study places the appreciation of the Polri Professional Code of Ethics as an important variable in the transformation process towards a Polri Presisi.

Data collection was carried out through the review of internal documents of the Bekasi Metro Police, including general condition reports, Government Agency Performance Report (LKIP) documents, and data related to the implementation of the Polri Professional Code of Ethics. In addition, this study also utilizes questionnaire instruments that are distributed online through Google Form to relevant respondents. External data was obtained from the Bekasi City Government, including regional development planning documents as well as secondary data available on official portals and online media. All of these data are used as a basis for identifying phenomena, formulating assumptions, and testing the relationship between research variables.

The data analysis process is carried out by organizing the collected information, then carefully sorting and studying it to find patterns, relationships, and meanings that are relevant to the focus of the research. This analysis aims to provide a comprehensive overview of the extent to which the appreciation of the Polri Professional Code of Ethics can contribute to the success of the Polri Presisi transformation in the Bekasi Metro Police.

The research method used is a qualitative approach with descriptive analysis techniques. This approach was chosen to allow the researcher to reveal facts in depth through a systematic and factual description of the research object. This qualitative analysis is complemented by a literature review to examine relevant theories and concepts, then elaborated with empirical experience in the field. With this method, the research is expected to be able to produce a complete understanding of the relationship between the appreciation of the Polri Professional Code of Ethics and the level of public trust, which ultimately leads to the achievement of a Polri Presisi transformation.

The hypothesis in this study is based on the assumption that appreciation of the Polri Professional Code of Ethics has a significant influence on the success of the Polri Presisi transformation and the level of public trust. If the appreciation of the values of the code of ethics is carried out precisely, consistently, and the internalization of these values is truly practiced by members of the Polri, then the transformation towards a Polri Presisi can be realized optimally. This condition will in turn have an impact on increasing public satisfaction and trust in police performance, especially in the Bekasi Metro Police.

On the other hand, if the appreciation of the Polri Professional Code of Ethics is not implemented properly, then a precise transformation of the Polri will not be achieved. This has the potential to cause deviant behaviour among members, which ultimately erodes public trust. Thus, the hypothesis of this study emphasizes that the more appropriate and strong the appreciation of the Police Professional Code of Ethics, the greater the chance of successful institutional transformation of the Polri towards a precise direction and an increase in the legitimacy of the institution in the eyes of the public.

3. RESULTS AND DISCUSSION

Factual Conditions of the Professional Ethics Code of the Bekasi Metro Police

Bekasi City is one of the cities in West Java Province which is located in the eastern part of Jakarta and is part of the Greater Jakarta metropolitan area (Jakarta, Bogor, Depok, Tangerang, and Bekasi), which is the urban area with the highest population density in Indonesia. Administratively, Bekasi City is bordered by Bekasi Regency to the north and east, Depok City to the south, and East Jakarta to the west. With an area of about 210.49 km² which is divided into a number of sub-districts such as East Bekasi, West Bekasi, North Bekasi, and South Bekasi, this city is rapidly

developing as a centre of economic, social, and cultural activities in West Java. The development of infrastructure and the dynamics of urbanization make Bekasi City one of the strategic areas with heterogeneous community characteristics.

In the context of law enforcement and public services, the level of public trust in the Bekasi Metro Police shows positive achievements. This can be seen from the high level of public satisfaction with the performance of local police institutions. Based on the 2023 Bekasi Metro Police Government Agency Performance Report (LKIP), the police service satisfaction indicator has successfully exceeded the set target. This achievement gives an idea that the Bekasi Metro Police is able to build a relatively good relationship with the community through improving the quality of police performance and services.

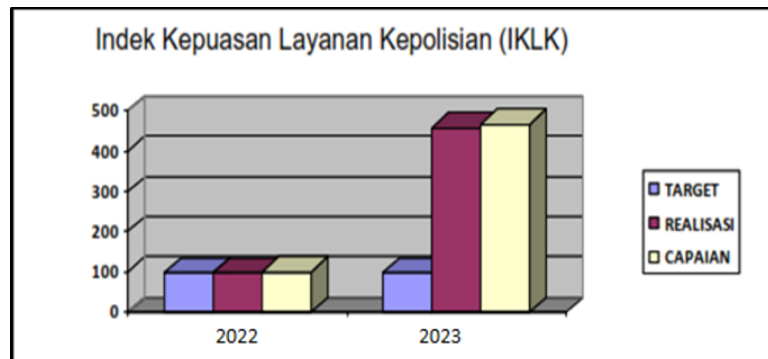


Figure 1. Public satisfaction index for the performance of the Bekasi City Police
Source: LKIP Bekasi City Police (2023).

Based on the data displayed in the infographic, it can be identified that in 2022 the public satisfaction index for the performance of the Bekasi Metro Police is still in the standard category. However, in 2023 there will be a significant increase that shows an improvement in performance that is directly felt by the public. This achievement not only reflects the effectiveness of the programs and policies implemented, but also illustrates the improvement in the quality of police services at the local level. Therefore, the high level of public satisfaction needs to be maintained and improved on an ongoing basis so that public trust in the Bekasi Metro Police institution is further strengthened and able to support the realization of a Polri Presisi.

Although the level of public satisfaction with the performance of the Bekasi Metro Police in 2023 showed an increase compared to the previous year, a number of performance indicators still did not reach the set target. Based on the 2023 Government Agency Performance Report (LKIP), performance in the field of Harkamtibmas, for example, has decreased from 243.65% in 2022 to 165.43% in 2023. The same can be seen in the clearance rate indicator for conventional crime handling which decreased from 96.47% in 2022 to 87.11% in 2023. This condition shows that the performance of the police in maintaining public security and order has not been fully optimal.

Table 1. Data clearance rate for conventional crime handling

TP KONVENSIONAL				
TAHUN	2022		2023	
KODE	CT	CC	CT	CC
JUMLAH	1.420	1.370	2.290	1.995
Clearance Rate Kejahatan Konvensional Pada Tahun 2022 Yaitu 96,47%			Clearance Rate Kejahatan Konvensional Pada Tahun 2023 Yaitu 87,11%	
Keterangan:				
CT : Crime Total atau jumlah kejadian yang dilaporkan				
CC : Crime Clearance atau jumlah kejadian atau laporan yang diselesaikan.				

Source: LKIP Bekasi City Police (2023).

One of the factors that also affects this condition is the violation of discipline and the Polri Professional Code of Ethics by members. Data from the Bekasi Metro Police Sipropam recorded a relatively significant number of disciplinary violations in the 2021-2023 period, with a tendency to fluctuate from year to year. The types of violations that arise also vary, ranging from absenteeism from duty, not following procedures, to drug abuse, illegal levies, and moral

violations in the form of infidelity. The majority of cases are personal, thus showing that personality ethical values have not been fully internalized among members.

The results of an online survey conducted on 102 members of the Bekasi Metro Police on March 7-9, 2024 also strengthened these findings. The majority of respondents stated that learning or coaching regarding the Polri Professional Code of Ethics has not been carried out regularly and continuously. Most only participate in socialization activities when there are changes in regulations, for example in 2022, or even since 2006 and 2011. This shows that the internalization of the code of ethics is still partial and has not been part of a consistent institutional development process.

Table 2. Data on disciplinary violations and the Professional Code of Ethics of the Metro Bekasi

No	Tahun 2021		Tahun 2022		Tahun 2023	
	LP	Sidang	LP	Sidang	LP	Sidang
1	33	20	39	22	36	16

Source: Sipropam Bekasi City Police (2023).

In fact, understanding and strengthening professional ethical values is a fundamental aspect in building member integrity. According to the problem oriented policing approach, the learning process focuses not only on knowledge and skills, but also on the personal development, values, and meaning of an individual's life. Without proper internalization, professional behaviour is difficult to realize. The results of the survey and violation data show that this process has not been effective, so that it has an impact on the weak consistency of integrity and moral obligation of some members of the Bekasi Metro Police.

External and internal factors also affect this condition. From the external side, the Bekasi City Government's policies in law enforcement and kamtibmas, the development of social media, and increased public participation open up opportunities for synergy in professional ethics development, but at the same time present threats in the form of public criticism, the rise of mass organizations, and the potential for misuse of information. Meanwhile, from the internal side, the Bekasi Metro Police has strength in the form of regulatory support, access to technology, and relatively good quality of personnel education. However, fundamental weaknesses are still visible, such as inconsistencies between written norms and practice in the field, the absence of a code of ethics development policy in the work plan, the lack of a continuous learning program, and the lack of motivation for members to understand professional ethical values.

Thus, this factual condition indicates that although the level of public satisfaction with the Bekasi Metro Police is quite high, the problem of discipline and the internalization of the code of ethics is still an obstacle that needs serious attention. Optimizing learning, understanding, and strengthening the values of the Polri Professional Code of Ethics is an urgent need to build a professional personnel posture, with integrity, and being able to maintain public trust in a sustainable manner.

The Implementation of Problem Oriented Policing

Strategy analysis is an important process in decision-making, as it involves collecting, evaluating, and interpreting relevant information to understand internal and external factors that affect organizational performance. With systematic analysis, organizations can maximize their potential to achieve success, while minimizing obstacles that may arise. The identification of external factors is carried out through the External Factors Analysis Summary (EFAS), which maps opportunities as well as threats to the Bekasi Metro Police. From the results of data processing, a total EFAS score of 4.58 was obtained, with details of an opportunity score of 3.63 and a threat score of 0.95. This suggests that the external environment is relatively supportive, although there are certain challenges that must be anticipated. In addition, the analysis process using the Analytical Hierarchy Process (AHP) is also carried out to clarify the priority of external factors that affect the achievement of organizational goals.

Tabel 3. External Factors Analysis Summary

No	Key Internal Factors	Weight	Rating	Score
Peluang (Rating 6-9)				
1	City Government Policy	0,101	9	0,909
2	Increasing City Government Synergy	0,101	8	0,808
3	Social Media Account Development	0,088	6	0,528
4	Growth of Public Participation	0,121	7	0,847
5	Internet Network Availability	0,091	6	0,546
	Sum	0,50		3,638
Threat (Ratings 1-5)				
1	Increasing Public Criticism	0,109	2	0,218
2	The Number of CSOs	0,081	3	0,243
3	Illegal Business in the Community	0,111	1	0,111
4	The Harsh Character of the Society	0,058	4	0,232
5	Regency Government Vulnerable to Corruption	0,141	1	0,141
	Sum	0,50		0,945
Total		1,00		4,583

Internal analysis is carried out through the Internal Factors Analysis Summary (IFAS). From the calculation results, the total score of IFAS reached 4.67, consisting of a strength score of 3.84 and a weakness of 0.83. These findings indicate that internally the Bekasi Metro Police has a fairly strong strategic capital, although there are still a number of weaknesses that need to be addressed, such as inconsistencies in the implementation of the code of ethics and the absence of a sustainable coaching program. AHP is also used to validate internal factors so as to produce a priority order of strengths and weaknesses that have the most influence on optimizing the implementation of the Polri Professional Code of Ethics (KEPP). The combination of EFAS and IFAS results shows that the position of the Bekasi Metro Police is in cell 5a in a nine-cell matrix, namely the Growth category (concentration through horizontal integration). This position signifies that the organization is in a "moderate" state, where external opportunities are quite strong while internal capabilities are also at a relatively stable level.

Tabel 4. Internal Factors Analysis Summary

No	Key Internal Factors	Weight	Rating	Score
Strength (Rating 6-9)				
1	Wide Media Network	0,091	8	0,728
2	Good Relations with Academics	0,119	9	1,071
3	There are regulations & compliance organs	0,111	7	0,777
4	Technology Resources	0,101	8	0,808
5	Personnel Education Level	0,078	6	0,468
	Sum	0,50		3,852
Threat (Ratings 1-5)				
1	Inconsistency of Rules & Implementation	0,101	1	0,101
2	No KEPP Coaching Policy	0,128	1	0,128
3	No Periodic Construction	0,121	2	0,242
4	Lack of Learning Motivation	0,061	3	0,183
5	Lack of Understanding of the Urgency of KEPP	0,089	2	0,178
	Sum	0,50		0,832
Total		1,00		4,684

The next step is to compile a Strategic Factors Analysis Summary (SFAS) by integrating external and internal factors. A total of ten key strategic factors were identified as the most influential aspects, both because of their high weight and because of their weaknesses that had a significant impact on performance. AHP is also applied in the preparation of SFAS to determine the order of priority of strategic factors. The results of the analysis are then used to group the strategy into short, medium, and long term. The short-term strategy includes a value range of 0.042–0.325, an intermediate strategy at a value of 0.326–0.608, while a long-term strategy at a value of 0.609–0.891.

ANALISIS SFAS					
	FAKTOR STRATEGI KUNCI	BOBOT	RATING	SCORE	KET
A	PELAKSANAAN PELATIHAN BERSAMA PEMKOT	0,060	1	0,060	JPD
B	PENINGKATAN TRANSPARANSI PUBLIK	0,103	7	0,721	JPJ
C	HARMONISASI PELATIHAN DENGAN AKADEMISI	0,099	9	0,891	JPJ
D	PENINGKATAN KERMA ANTAR INSTANSI PEMERINTAH	0,079	8	0,632	JPJ
E	PENGUATAN KERMA PENGGUNAAN MEDSOS	0,057	6	0,342	JMN
F	PELAKSANAAN PEMBINAAN KEPP TERINTEGRASI	0,160	1	0,160	JPD
G	PENINGKATAN PEMBINAAN KEPP	0,141	2	0,282	JPD
H	MONITORING PRAKTIK BISNIS ANGGOTA	0,042	1	0,042	JPD
I	PELAKSANAAN DIALOG DENGAN MASYARAKAT	0,095	2	0,190	JPD
J	PENGEMBANGAN SOP	0,170	1	0,170	JPD
				3,490	

Figure 2. Strategic Factors Analysis Summary (SFAS)

Based on the results of the analysis, the vision was set, namely to increase public trust through the acceleration of the Polri Presisi Transformation program with a focus on internalizing KEPP. The vision is described into a mission that includes: (1) optimizing the transformation of the Polri Presisi through the effectiveness of KEPP learning, (2) strengthening members' understanding of professional ethical values, and (3) fostering moral behaviour and integrity in accordance with KEPP values. The strategic objectives to be achieved are: (1) the realization of optimal KEPP learning, (2) increasing the understanding and strengthening of members of the KEPP values, and (3) the implementation of professional behaviour based on integrity and morality. To support this goal, the policy of fostering a code of ethics in accordance with Perpol No. 7 of 2022 needs to be consistently enforced.

4. CONCLUSION

The formulated problem oriented policing strategies are differentiated based on their implementation period, such as:

- 1) Short Term (0-3 months): includes joint training with the Bekasi City Government, integrated KEPP coaching in the work program, task SOP development, monitoring of non-service activities of members, and discussion forums with the community.
- 2) Medium Term (0-6 months): focused on collaboration through social media, production of ethical professional content, and the use of digital technology to internalize value.
- 3) Long-term (0-12 months): directed at performance transparency, ongoing collaboration with academics, and partnerships between government and private agencies in ethics development programs.

The final phase of problem oriented policing is the evaluation of the strategy through risk management. This process includes communication with stakeholders, setting the objective context, identifying potential risks, analysing possibilities and impacts, and evaluating and mitigating medium-risk strategies. Monitoring is carried out periodically by the leadership of the Bekasi Metro Police together with related ranks, involving external parties such as the community and academics to ensure objectivity.

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