

Strategies to Increase the Competence of the Police Propam Division in Enforcing Discipline, the Police Professional Code of Ethics, and Criminal Offenses Committed by Members within the Police Headquarters

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Abstract

This research aims to understand the system and methods of internal law enforcement and the strategies for enhancing the competence of the Indonesian National Police's Division of Professionalism and Security (Divpropam) in enforcing discipline, the professional code of conduct, and handling criminal acts committed by its members within the National Police Headquarters (Mabes Polri) environment. With the increasing complexity of police duties, this research is crucial to ensuring the professionalism and quality of the Indonesian National Police members and providing insights into concrete efforts to strengthen the Divpropam. The method used in this research is descriptive qualitative. The results show that: 1) The system and methods of internal law enforcement among members within the Mabes Polri environment exhibit complexity and challenges that need to be addressed. The process of handling disciplinary violations, the professional code of conduct, and criminal acts tends to be time-consuming and often ineffective and inefficient, with the main obstacles being overlapping issues and time discrepancies; and 2) Competence enhancement strategies through adequate training provision, comprehensive curriculum development, and the establishment of the Divpropam Training Center (Pusdik Propam) are key to improving the competence of Divpropam members. With these measures, it is hoped that the Divisi Propam Polri can carry out its duties more professionally and effectively, thus strengthening internal law enforcement within the Mabes Polri environment.

I. Introduction

Indonesian National Police or Polri as a law enforcement agency has the responsibility to prevent and resolve various domestic criminal threats that have the potential to cause unrest, panic, and disruption of public order (Biantoro et al., 2023). The implementation of Polri's duties is regulated in Police Law Number 2 of 2002 which divides the authority of the Indonesian National Police to optimize the achievement of its goals. Various efforts have been made to ensure that the division of police jurisdiction is in line with existing local government and judicial systems and functions in an integrated manner. Given the important role of the National Police, the authority of the National Police in carrying out its duties is different from the scope of local government administration because the implementation of its duties depends on the territorial and population situation (Gustiadi, 2023).

Over time, the role of the police has grown and requires each of its members to have a comprehensive understanding of the law (Yana et al., 2021). The importance of the police institution in ensuring security and building a well-structured society is not only seen in Indonesia but also globally where every country needs a specialized agency that deals directly with its citizens. This is summarized in the concept of main tasks and functions which outlines the main tasks and functions of the police which include maintaining security, protecting the law, realizing welfare, and most importantly securing the entire community. To achieve these goals, the implementation of an integrated police system with a strong commitment to upholding human rights is paramount (Hasibuan & Sulastri, 2022).

The slogan *Polri Presisi* is a concept introduced by National Police Chief General Listyo Sigit Prabowo. *Presisi* in this case refers to the abbreviation of "Predictability, Responsiveness, and Transparency with Justice" (Permadi et al., 2023). This concept aims to improve the performance and image of Polri by prioritizing these values in carrying out their duties. To support the realization of *Polri Presisi*, strengthening the Police Propam Division can professionalize all Polri human resources (HR) in carrying out their duties in accordance with the discipline and ethics of the Polri profession. The *Polri Presisi* program built by General Listyo Sigit Prabowo is inseparable from the facts that show that there are still cases of violations of discipline, criminal acts, and violations of the code of ethics (Hasibuan, 2023).

Member violations in 2022 reached 483 and in 2023 reached 497, an increase of 3 percent. In the category of disciplinary violations, cases included unprofessional members (36 cases), embezzlement (one case), abuse of authority (31 cases), extortion (two cases), infidelity (seven cases), and arrogant behavior (five cases). In addition, there were 38 cases of desertion, seven cases of debt and credit, one case of divorce without procedure, 11 cases of drug use, three cases of domestic violence, and three cases of neglect of family. In total, there were 145 members who violated

discipline. Furthermore, seven members committed criminal offenses, including narcotics abuse (seven cases), criminal acts of trafficking in persons (TPPO) (two cases), domestic violence (two cases), persecution (six cases), beatings (one case), forgery (one case), and fraud or embezzlement (two cases). The total number of members who committed criminal offenses was 21. In terms of code of conduct violations, it was recorded that 310 members did not uphold professionalism, 12 cases of desertion, seven cases of positive urine tests, one case related to LGBT, and one case involved in gambling. In total, there were 331 members who violated the code of ethics (Tirto, 2023). This shows that there is still a lack of professionalism of Polri members in carrying out their main duties and functions.

Therefore, it is necessary to strengthen the performance of the Police Propam Division as one of the elements of Police supervision to become a central function for all members of the Police so that the goals and ideals of the existence of the Police institution are realized. This is in accordance with the history and background of the establishment of the Police Propam Division on October 27, 2002 through Chief of Police Decree No. Pol: Kep/53/X/2002 concerning the Organization and Work Procedures of the National Police (Prasetyo, 2018). The Propam Division was established under the leadership of a two-star Inspector General of Police (Inspector General of Police) with a primary focus on internal law enforcement. However, achieving the vision of a progressive Polri is not only dependent on the organizational structure alone, but also on improving the capacity of human resources, financial support, facilities, work methods, and collaboration. Therefore, to improve the performance of the Police Propam Division, strengthening from various aspects is needed as a step towards realizing the Precision Police (Oka et al., 2022)

The role of the National Police Propam Division is part of the management function of the National Police, which aims to ensure that the performance plans that have been set for Polri members can be carried out and achieved effectively and efficiently. In order to achieve organizational goals effectively and efficiently, it is necessary to have a law enforcement process that ensures the discipline and ethics of Polri members to carry out their duties in accordance with the procedures established by Polri. With good involvement and supervisory functions, it is expected that internal problems within the organization can be resolved properly so that the continuity of the organization in achieving its goals can be guaranteed. The success of Polri in achieving its goals can be achieved through the application of appropriate methods and strategies. With the effective role of the Police Propam Division, it is hoped that violations of discipline, the code of ethics of the Polri profession, and criminal acts committed by Polri members can be minimized (Darmika et al., 2019).

In imposing sanctions or recommendations, it is necessary to always pay attention to the aspects of legality that are required as well as attitudes and behaviors of wisdom, integrity, and upholding morality in order to achieve legitimacy in the process of

enforcing discipline and enforcing the code of ethics by paying attention to the purpose of punishment, which is to awaken and educate violators, providing a deterrent effect for both violators and all other members of the National Police. Thus, through good discipline and ethics of Polri members, it is expected to provide an overview of the professionalism of Polri members in the tasks assigned to them. Therefore, the function of handling the discipline and ethics of Polri personnel is a big challenge for every unit leader, especially for Propam Polri in completing the vision and mission of the Police going forward (Haze, 2020).

Research conducted by Sumarno and Mudasetia (2023) found that increasing the competence of Ditidensos Personnel of Special Detachment 88 AT Yogyakarta Region which can be in the form of (1) Increased coordination with Special Detachment 88 AT Yogyakarta Region (2) Increased personnel competence in the fields of investigation, identification, socialization, and religious knowledge (3) Efforts are made to improve facilities and infrastructure and increase training. Meanwhile, research conducted by Yulianti & Asmara (2023) found that strategies to improve the technical competence of personnel were formulated as follows: (1) Organizing cooperation with related parties to improve the technical competence of personnel (2) Establishing a budget allocation for performance allowances (3) Motivating employees through promotions (4) Providing scholarships to non-commissioned officers (5) Improving the mood of personnel with salary increases and performance allowances (6) Providing technological facilities to personnel as a means of providing online public services.

The urgency of this research is very important because it discusses strategies to improve the competence of the Police Propam Division in enforcing discipline, the Police Professional Code of Ethics (KEPP), and handling criminal offenses by members within the Police Headquarters. Given the growing complexity of tasks and expectations placed on the police force in maintaining security and upholding the law, it is essential to ensure that officers fully comprehend their roles and obligations. This study also sheds light on practical steps that can be taken to elevate the quality and professionalism of Polri members by strengthening the Propam Division. The research aims to address two key questions: 1) What are the systems and approaches used to address internal law enforcement issues within the Police Headquarters? and 2) How can the competence of the Propam Division be enhanced in dealing with discipline, the Police Professional Code of Ethics, and criminal offenses committed by members within the Police Headquarters?

2. Literature Review

a. Police Discipline

Discipline comes from the Latin "discipline" which means instruction. According to Government Regulation Number 2 of 2003, discipline is a serious obedience and compliance with disciplinary regulations for members of the Indonesian National Police (Sunardi, 2024). Discipline can be explained as an attitude of respect, appreciation, obedience, and obedience to applicable regulations, as well as being able to carry them out and not refusing to accept sanctions if they violate the assigned duties and authorities. The purpose of disciplinary punishment is to correct and educate Polri members who violate discipline. The punishment given must be proportional to the offense committed in order to be accepted fairly. In imposing punishment, it is important to consider the environmental and emotional atmosphere of the offending member and avoid excessive use of authority. The commitment of all police officers to the establishment of discipline will determine the success of its implementation by focusing on the performance of duties in accordance with the expectations of the community.

b. Police Professional Code of Ethics

The Police Professional Code of Ethics is regulated in the Indonesian National Police Regulation No. 7 of 2022 concerning the Professional Code of Ethics and the Indonesian National Police Code of Ethics Commission (KEPP) where KEPP is a norm or moral rule, both written and unwritten, which guides the attitudes, behavior and actions carried out by police officers in carrying out their duties, authorities, responsibilities and daily life (Ubwarin & Wattimury, 2021). Thus, it must be applied as a means of guiding and controlling and evaluating how professional holders should act and behave in carrying out their profession. Therefore, when an individual chooses to practice a profession, it is important that they adhere to good values. Professional ethics acts as a norm that guides and supports profession holders in realizing good behavior (Ramadan, 2022).

The code of conduct and moral guidelines for members of the National Police are intended as an effort to glorify the police profession which serves as a guide and devotion as well as a supervision of conscience for members of the National Police in carrying out their duties with the aim of avoiding despicable acts/behavior or abuse of authority. The objectives of the enactment of this code of ethics include (Darmansyah & Iqbal, 2019):

1. In carrying out their duties and responsibilities and exercising their authority, they must uphold and apply the values of Tri Brata and Catur Prasetya.
2. Professionalism and maintain integrity and accountability in the performance of duties.

3. A mindset and attitude that is in harmony with fellow Polri members.
4. Honoring the profession of Polri members by upholding the professional code of ethics.

Violations of KEPP are actions or behaviors that contradict the principles, values, and moral rules stipulated in the Polri professional code of ethics. In this case, KEPP violations include all forms of actions that violate the ethical standards, integrity, and professionalism expected of a Polri member in carrying out their duties. Violations of KEPP can occur in various forms, ranging from violations of the main tasks of the Police mandated in the law such as maintaining public security and order, law enforcement, providing protection and services to the community, to violations of the values of Tri Brata and Catur Prasetya which are the moral foundation for the police profession.

c. Competency Theory

The components or characteristics that make up a competency according to Spencer and Spencer (1993) consist of 5 components as shown in the following figure:

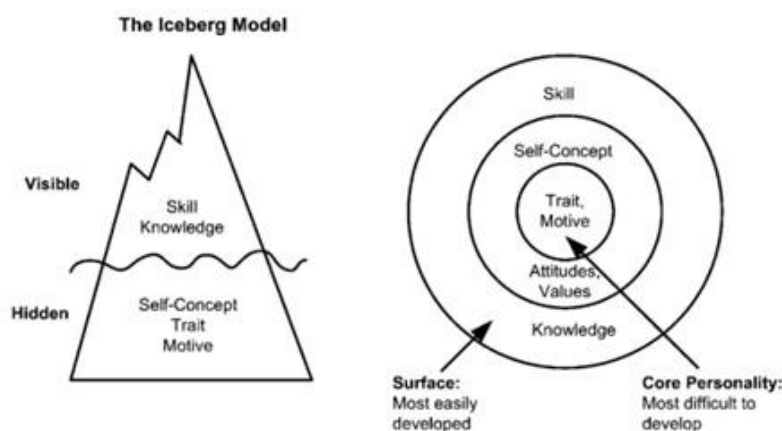


Figure 1. Ice Berg Competency Model
(Source: Spencer & Spencer 2008)

The following is a per-component explanation of Spencer's Competency Theory:

1. Motives, which is the consistency of thinking about something that a person wants or desires to cause an event. Behavioral motives such as controlling, directing, guiding, choosing to face certain events or goals.
2. Traits, which are physical characteristics and consistent responses to certain information or situations.
3. Self-Concept, which is a person's attitude, value, or imagination.
4. Knowledge, a person's information within a certain scope. This component of competence is very complex. Knowledge test scores often fail to predict performance because there is a failure to measure the actual knowledge and

abilities that are treated on the job.

5. Skills, the ability to perform specific physical or mental tasks.

3. Research Method

The method applied in this research is a qualitative descriptive approach. According to Creswell & Creswell (2017), a qualitative approach is a research approach that aims to understand human problems in a social context by providing a comprehensive and complex picture, describing detailed views from various sources of information, and conducted in a natural situation. The method applied in this research is a case study to analyze the strategy of increasing the competence of the Police Propam Division in enforcing discipline, the Police Professional Code of Ethics, and handling criminal acts by members within the Police Headquarters. Case studies are used to explore the real life of various cases, data, and phenomena by collecting detailed and in-depth data from various sources of information, such as observation, interviews, and document studies. Meanwhile, the data collection techniques used in this research are as follows:

- a. The literature study was conducted by investigating and understanding various theories contained in the literature related to propam research, especially those related to discipline enforcement strategies, KEPP, and crime prevention. In addition, the literature study was also conducted by exploring data on violations of discipline, KEPP, and criminal offenses committed by members of the National Police.
- b. Interviews to obtain primary data from resource persons such as the Head of Propam, Head of Internal Security Bureau (Paminal), Head of Provos Bureau, and Head of Professional Supervision and Development Bureau (Wabprof).

4. Results and Discussion

a. System and Methods for Handling Internal Law Enforcement of Members within the National Police Headquarters

a) System

Since the Division of Security and Professional Accountability (Divpropam) of the National Police was established in accordance with National Police Chief Decree No. 97 of 2003, Divpropam has become an executive element specifically responsible for managing internal security and professional accountability under the control of the National Police Chief. Thus, Divpropam has the task of developing and carrying out internal security functions and professional accountability as well as enforcing discipline and order within the Polri, including serving public complaints related to violations committed by members of the Polri / civil servants. According to Owens & Owens (1987) in the book Change Management, there are two basic concepts where the sub-system views the relationship between parts as cause-and-effect. Therefore,

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graph TD
    KADIVPROPAM_POLRI[KADIVPROPAM POLRI]
    
    KADIVPROPAM_POLRI --- URKEU[URKEU]
    KADIVPROPAM_POLRI --- TAUD[TAUD]
    
    KADIVPROPAM_POLRI --- BAGREHABPERS[BAGREHABPERS]
    KADIVPROPAM_POLRI --- BAGYANDUAN[BAGYANDUAN]
    KADIVPROPAM_POLRI --- BAGRENMIN[BAGRENMIN]
    
    BAGREHABPERS --- URMIN1[URMIN]
    BAGYANDUAN --- URMIN2[URMIN]
    BAGRENMIN --- URMIN3[URMIN]
    
    URMIN1 --- SUBBAG1[SUBBAG REGLITAP]
    URMIN1 --- SUBBAG2[SUBBAG BINLINGPROP]
    URMIN2 --- SUBBAG3[SUBBAG TRIMLAP]
    URMIN2 --- SUBBAG4[SUBBAG MONEV]
    URMIN3 --- SUBBAG5[SUBBAG REN]
    URMIN3 --- SUBBAG6[SUBBAG SUMDA]
    URMIN3 --- SUBBAG7[SUBBAG BINFUNG]
    
    KADIVPROPAM_POLRI --- BIRO_PAMINAL[BIRO PAMINAL]
    KADIVPROPAM_POLRI --- BIRO_PROVOS[BIRO PROVOS]
    KADIVPROPAM_POLRI --- BIRO_WAEPROF[BIRO WAEPROF]
    
    BIRO_PAMINAL --- URTU1[URTU]
    BIRO_PAMINAL --- SETRO1[SETRO]
    URTU1 --- BAG_BIXPAM[BAG BIXPAM]
    URTU1 --- BAG_LITPERS[BAG LITPERS]
    URTU1 --- BAG_PRODOK[BAG PRODOK]
    SETRO1 --- BAG_GAKTIB_PLIN[BAG GAKTIB PLIN]
    SETRO1 --- BAG_GAKKUM[BAG GAKKUM]
    SETRO1 --- BAG_PAMWAL[BAG PAMWAL]
    
    BAG_BIXPAM --- URMEN1[URMIN]
    BAG_LITPERS --- URMEN2[URMIN]
    BAG_PRODOK --- URMEN3[URMIN]
    BAG_GAKTIB_PLIN --- URMEN4[URMIN]
    BAG_GAKKUM --- URMEN5[URMIN]
    BAG_PAMWAL --- URMEN6[URMIN]
    
    URMEN1 --- KIRI_PAM[KIRI PAM]
    URMEN1 --- KIRI_PAM2[KIRI PAM]
    URMEN1 --- KIRI_PAM3[KIRI PAM]
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    URMEN6 --- KIRI_PAM18[KIRI PAM]
    
    BIRO_WAEPROF --- URTU2[URTU]
    BIRO_WAEPROF --- SETRO2[SETRO]
    URTU2 --- BAG_STANDAR[BAG STANDAR]
    URTU2 --- BAG_BINETIKA[BAG BINETIKA]
    URTU2 --- BAG_GAKETIKA[BAG GAKETIKA]
    SETRO2 --- BAG_STANDAR2[BAG STANDAR]
    SETRO2 --- BAG_BINETIKA2[BAG BINETIKA]
    SETRO2 --- BAG_GAKETIKA2[BAG GAKETIKA]
    
    BAG_STANDAR --- URMEN7[URMIN]
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    BAG_GAKETIKA --- URMEN9[URMIN]
    BAG_STANDAR2 --- URMEN10[URMIN]
    BAG_BINETIKA2 --- URMEN11[URMIN]
    BAG_GAKETIKA2 --- URMEN12[URMIN]
    
    URMEN7 --- KIRI_PAM19[KIRI PAM]
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    URMEN11 --- KIRI_PAM33[KIRI PAM]
    URMEN12 --- KIRI_PAM34[KIRI PAM]
    URMEN12 --- KIRI_PAM35[KIRI PAM]
    URMEN12 --- KIRI_PAM36[KIRI PAM]
    
    KADIVPROPAM_POLRI --- DEN_A_WAKA[DEN "A" WAKA]
    KADIVPROPAM_POLRI --- DEN_B_WAKA[DEN "B" WAKA]
    KADIVPROPAM_POLRI --- DEN_C_WAKA[DEN "C" WAKA]
  
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Based on National Police Chief Regulation No. 6/2017 on the organizational structure of the National Police Headquarters, Divpropam Polri consists of leadership, auxiliary and executive staff, and main executive elements. Currently, the Kadivpropam is held by a high-ranking Inspector General or 2-star officer, while the Head of the Paminal Bureau, Provos Bureau, and Wabprof Bureau are held by high-ranking Brigadier General or 1-star officers. However, the author's analysis found several shortcomings in the current organizational structure, namely:

1. There is no structure to independently handle the trial of violations of police discipline and code of ethics.
2. There is no structure specifically for handling police officers involved in criminal offenses.
3. There is a lack of structure to handle tasks related to the reporting of members' assets and luxury goods within Polri.
4. The need for Propam Polri to handle criminal acts of Polri members to ~~maintain the neutrality of investigations at Bareskrim, especially if~~

members of the Criminal Investigation Unit commit criminal acts

In addition to structural problems, there are overlaps in the use of legal tools in internal law enforcement, between Government Regulation No. 2 of 2003 concerning Disciplinary Regulations for Members of the National Police and National Police Chief Regulation No. 14 of 2011 concerning the Police Professional Code of Ethics. The author's analysis found 16 articles with the same substance, making it difficult to optimize the internal law enforcement system by Propam personnel assigned to Provos or Wabprof.

b) Method

According to Scott (1981), understanding the organization as a system is the most meaningful way. An important part of the organizational system is individuals and their personalities. This relates to the process of handling violations of police discipline and code of ethics. This process begins with complaints from the public that are received by the Yanduan Section and then submitted to Provos to be handled. The procedure for resolving disciplinary violations involves several stages, namely a report/complaint, preliminary examination, examination before a disciplinary hearing, imposition of punishment, execution of punishment, and recording in the Polri member data. This process takes quite a long time, especially in making reports, examinations, and filing cases. In addition, enforcement of violations of the police code of ethics also takes a long time and is often ineffective due to overlapping with other processes. The trial of disciplinary offenses also faces several obstacles, including ineffectiveness, inefficiency, and subjectivity in sentencing. The process of enforcing violations of the police professional code of ethics also suffers from similar problems with long and protracted periods of time.

KKEP hearings, for example, often exceed the stipulated time limit. Time mismatches in the KKEP investigation and trial process are also a problem, with implementation not in accordance with established regulations. The handling of criminal offenses by members of the National Police also takes a long time, starting from the receipt of reports/complaints to the trial process in the general court. In conclusion, the process of handling violations of discipline, code of ethics, and criminal offenses by members of the Indonesian National Police takes a long time and is often ineffective and inefficient with overlapping issues and time mismatches being the main obstacles.

b. Strategies to Improve the Competence of the Police Propam Division in Enforcing Discipline, the Police Professional Code of Ethics, and Crimes Committed by Members within the Police Headquarters

Internal law enforcement at Divpropam Polri is challenged by a lack of personnel and inadequate capabilities. Although the number of Divpropam Polri personnel exceeds the established DSP, the resolution of cases of violations of discipline and code of

ethics is still minimal and even reaches 0%. Factors causing this include:

1. Lack of knowledge of Divpropam personnel about laws and regulations related to internal law enforcement.
2. Not all Divpropam personnel have attended relevant training.
3. Some Divpropam personnel are not placed based on ability or through a systematic process.
4. Divpropam does not yet have a Propam Pusdik that specializes in educating Propam personnel.
5. The quota of participants for Divpropam training and education is limited.
6. There are still members of Divpropam who commit violations of discipline or code of ethics that hamper internal law enforcement.

For this reason, the strategy to increase the competence of the Police Propam Division can be done in several ways, including:

a) Provision of Adequate Training and Education

The provision of adequate training and education is a crucial step in improving the quality and competence of Propam Division personnel. With greater access to relevant training such as Dikbangspes Propam and Accreditor training, personnel will be able to improve their understanding of legal regulations and professional codes of conduct. To achieve this, efforts should be made to increase the quota of participants in each batch of training so that more personnel can attend the required training (Nurwicaksono et al., 2023). In addition, consideration should also be given to increasing the number of training batches in a year so that more personnel have the opportunity to attend relevant training. This will help close the gap between the need for training and the availability of current training facilities. Furthermore, it is important to ensure that all Divpropam personnel attend the necessary training according to their level of need and expertise. By providing adequate training and education, it is expected that Police Propam Division personnel will be better prepared and able to carry out their duties in internal law enforcement more effectively and professionally. This will help improve the integrity and credibility of the Divpropam Polri in handling cases of violations of the discipline and code of ethics of the Polri profession.

b) Development of Curriculum and Training Materials

The development of a comprehensive curriculum and training materials is an important step in strengthening the capacity of Propam Division personnel. A carefully developed curriculum must consider the actual needs and challenges faced by the Propam Division, such as discipline enforcement, the code of ethics of the police profession, and the handling of criminal offenses within the Police Headquarters. The integrated training materials should cover various aspects including an in-depth understanding of laws and regulations related to internal law enforcement,

investigation procedures, and case handling techniques. This will equip personnel with the relevant knowledge and skills necessary to effectively carry out their duties. In addition, training materials may also include real case studies to provide a better understanding of the situations and challenges Divpropam personnel may face in handling misconduct cases. Such a practical approach will help improve the preparedness and confidence of personnel when they are faced with situations in the field. With the development of a comprehensive curriculum and training materials, the Police Propam Division can ensure that their personnel have the necessary knowledge and skills to carry out their duties with professionalism and high integrity which in turn will strengthen internal law enforcement within the Police Headquarters.

c) Establishment of Pusdik Propam

The establishment of the Propam Division Education and Training Center (*Pusdik Propam*) is an important strategic step in strengthening the capacity and quality of Police Divpropam personnel. Pusdik Propam will be a specialized institution exclusively responsible for organizing education and training for Propam Division personnel. Through Pusdik Propam, the provision of training can be more focused and intensive as the institution will be dedicated entirely to the educational needs of Divpropam. The curriculum developed by Pusdik Propam can be more precisely tailored to the actual needs and dynamics of internal law enforcement within the Police Headquarters. In addition, Pusdik Propam can also become a center of excellence in the development of innovative and effective training methodologies. By utilizing lecturers who are experts and experienced in the field of internal law enforcement, Pusdik Propam can provide high quality and relevant training. In addition to being an education and training institution, Pusdik Propam can also serve as a research and development center in the field of internal law enforcement. This will enable Divpropam to continuously develop and improve best practices in the enforcement of discipline, handling of misconduct cases, and implementation of the police professional code of ethics. Thus, the establishment of Pusdik Propam will be an important strategic step in strengthening the capacity and professionalism of the Propam Division personnel and improving the effectiveness of internal law enforcement within the Police Headquarters.

Increasing the competence of Divpropam members can be analyzed using Spencer's Competency Theory through 5 components as follows:

a) Motive

Competency enhancement starts with clarifying individual motivations for enforcing discipline and codes of conduct. Strategies such as the provision of adequate training can provide the impetus for personnel to improve their expertise in handling misconduct cases. In addition, the establishment of the Propam Pusdik can serve as motivation for personnel to continuously

improve themselves.

b) Traits

The development of comprehensive curricula and training materials will help strengthen individual characteristics such as thoroughness, accuracy and decisiveness in handling misconduct cases. Integrated training materials can also help reinforce consistent responses to specific situations.

c) Self-Concept

Through the provision of adequate training and education, Polri Propam Division personnel can clarify their self-concept as professional and responsible internal law enforcers. With increased knowledge and skills, they will strengthen their attitudes, values and confidence in carrying out their duties.

d) Knowledge

Strategies such as the provision of adequate training and curriculum development will help improve the knowledge of Police Propam Division personnel on legal regulations, investigative procedures, and the professional code of ethics. With more in-depth knowledge, they will be better equipped to handle misconduct cases effectively.

e) Skills

The development of a comprehensive curriculum and training materials will help strengthen the physical and mental skills of Propam Division personnel in handling specific tasks such as investigative procedures, interrogation techniques and report writing. With better skills, they will be able to carry out their duties more effectively and professionally.

5. Conclusion

The system and approach used to address internal law enforcement issues within the Police Headquarters includes competency enhancement through the provision of adequate training, the development of a comprehensive curriculum, and the establishment of the Divpropam Education and Training Centre (Pusdik Propam). These measures are expected to improve the competence of Divpropam members so that they can perform their duties more professionally and effectively, which in turn will strengthen internal law enforcement within Mabes Polri.

Improving the competence of the Propam Division in handling discipline, the Police Professional Code of Ethics, and criminal offences committed by members within the Police Headquarters can be done through several strategies, among others: Provision of adequate training for Divpropam members, which aims to improve their ability to perform their duties more professionally and effectively. Development of a comprehensive curriculum, which includes real case studies to provide a better understanding of the situations and challenges that Divpropam personnel may face in

handling cases of misconduct. This practical approach is expected to increase the readiness and confidence of personnel when facing situations in the field. The establishment of the Divpropam Education and Training Centre (Pusdik Propam), which is an important strategic step in strengthening the capacity and quality of Divpropam personnel. Pusdik Propam will be exclusively responsible for organising education and training for Divpropam personnel, enabling the provision of more focused and intensive training. The curriculum developed by Pusdik Propam can be more targeted in addressing internal law enforcement issues within the Police Headquarters.

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