

## Policy Implementation and Evaluation Career Development of Functional Officials in Improving Organizational Performance Within The Police Stamarena

Bagus Panuntun<sup>1</sup>, Arthur Josias Simon Runturambi<sup>2</sup>

[goezzzzz2020@gmail.com](mailto:goezzzzz2020@gmail.com)<sup>1</sup>, [simonrbi@yahoo.com](mailto:simonrbi@yahoo.com)<sup>2</sup>

School of Strategic and Global Studies, University of  
Indonesia

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### **Abstract**

*This study explores career development policy implementation and evaluation for functional officials at Stamarena Police, focusing on enhancing organizational performance. Career development within organizations, particularly law enforcement agencies, plays a crucial role in improving employee performance and professional service delivery. Using a qualitative methodology with a literature review approach, the research analyzed policy documents, performance reports, and relevant scientific publications concerning police career development and human resource management. The findings identified several key challenges, including suboptimal competency-based performance evaluation systems, limited professional growth opportunities, and inadequate integration of career management information systems within Stamarena Police. The study reveals the necessity for strengthened planning and budgeting strategies to support sustainable career development initiatives. Recommendations include enhancing performance assessment mechanisms, expanding competency development programs, and integrating information systems to optimize career management for functional officials at Stamarena Police. These findings contribute to the broader understanding of career development in law enforcement institutions and provide practical solutions for improving organizational effectiveness.*

## I. Introduction

The Indonesian National Police (Polri) as a law enforcement institution, in today's modern era, faces increasingly complex and diverse challenges. Changes in social dynamics, technological developments, and increasing public expectations of police performance, undeniably demand continuous transformation within the Polri organization. One crucial aspect that requires special attention is the career development of functional officials, especially within the Polri Planning and Budget Staff (Stamarena), which has a strategic role in planning and managing organizational resources.

In the context of bureaucratic reform, career development of functional officials is an important element to improve professionalism and organizational performance. As stated by Rustandi et.al. (2022), improving the quality of police human resources is a key factor in realizing optimal public services. This is in line with the findings of Gorang et.al. (2022), who identified that work motivation, work discipline, participative leadership, and organizational culture have a significant influence on the performance of police officers.

Stamarena Polri, as the unit responsible for strategic planning and budgeting, has a vital position in determining the direction of organizational development. According to Hutahaeen and Indarti (2020), the effectiveness of strategic planning plays an important role in supporting corruption eradication and law enforcement within the Polri. Furthermore, Suprihanto et.al. (2023) emphasized the importance of reformulating internal police policies in facing contemporary challenges, including in the aspect of human resource development.

The implementation of career development policies within the Polri is inseparable from various challenges. FoEh and Papote (2021) identified several factors that affect the performance of police officers, including a performance appraisal system that is not fully competency-based. This is reinforced by the findings of Putri et.al. (2022) which showed that work environment, work discipline, and work motivation have a significant influence on the performance of Polri personnel.

In the context of career development, Siboro (2022) found that work environment and workload have an impact on job satisfaction through job stress in police officers. These findings underscore the importance of a holistic approach in career development that considers not only technical aspects, but also psychological aspects and personnel well-being. The integration of information technology in career management is an inevitable need. Supardianto and Tampubolon (2020) showed the importance of implementing management information systems in supporting work effectiveness in the police environment. However, Anshori et.al. (2019) identified challenges in the aspect of information security that need to be considered in developing an integrated information system.

Evaluation of career development policies needs to consider aspects of

accountability and transparency. Tarigan and Sari (2021) emphasize the importance of internal control systems and HR competencies in ensuring the quality of financial reporting in the police environment. This is in line with efforts to realize good governance as expressed by Hartanto (2019) in his study on clean and serving bureaucracy in the police environment. The development of professionalism of functional officials cannot be separated from the context of ethics and integrity. Fitriani and Harahap (2021) emphasize the importance of upholding the professional code of ethics in shaping the character of professional police personnel. Furthermore, Budiarta et.al. (2021) underlined the vital role of professional ethics in supporting the performance of the police organization as a whole.

Career development programs also need to consider aspects of personnel welfare. Hasibuan et.al. (2019) found a relationship between leadership style and work environment with the work motivation of police officers. Meanwhile, Ningsih (2021) identified a positive effect of performance allowances on employee performance in the police environment. In the context of strategic planning, Agustina et.al. (2023) emphasized the importance of performance evaluation through a comprehensive assessment component. This is in line with efforts to increase accountability and professionalism as expressed by Prayoga and Nursari (2020) in evaluating police performance based on user criteria.

Implementation of career development policies also needs to consider aspects of innovation and adaptability. Raztiani (2022) identified the importance of service innovation in improving the performance of police organizations. Meanwhile, Hadisuwarno and Bisma (2020) emphasized the importance of user acceptance analysis in the implementation of the e-Kinerja system in the police environment. Challenges in the career development of functional officials at Stamarena Polri include various aspects, from the performance appraisal system to the integration of information technology. As stated by Indah et.al. (2022), employee engagement is an important mediating factor in the relationship between leadership and organizational performance. This emphasizes the importance of a comprehensive approach to career development that considers both technical and human capital aspects.

Based on the explanation above, this paper focuses on the following questions:

1. How is the implementation of career development policies taking place within the Stamarena Polri?
2. What is the impact of career development on organizational performance within the Stamarena Polri?
3. How is the evaluation of the ethical and professional aspects of Polri members in the Stamarena Polri environment?

#### Concept of Career Development in the Police Environment

Career development in the police environment is a crucial aspect in efforts to improve

professionalism and organizational performance. According to Abdullah (2023), in his book "Precision Police Law", career development must be in line with the principles of bureaucratic reform and the demands of modernizing public services. This is reinforced by Hasibuan et.al. (2021) who emphasized the importance of HR development policies in the context of effective law enforcement.

Sirait (2019) identified motivation as a key factor in improving police performance, where structured career development can be an effective instrument in building internal motivation. Furthermore, Afianti (2021) found that motivation and work discipline have a significant influence on the performance of police officers, which underscores the importance of a comprehensive career development system.

#### Performance Management and Evaluation

In the context of performance management, Andira et.al. (2022) revealed the importance of strategies to improve police performance in providing public services. An effective performance evaluation system is key in identifying competency development needs and career planning. This is in line with the findings of Aurellia and Perdana (2020) who used the Structural Equation Modeling approach to analyze community satisfaction with police public services.

#### Information Technology in Career Development

The integration of information technology in career management is an inevitable need in the digital era. Manurung and Hasugian (2019) suggested the importance of applying data mining in managing police information systems. Meanwhile, Widarti et.al. (2020) emphasized the role of integrated information systems in increasing the effectiveness of police services.

#### Ethical Aspects and Professionalism

Career development cannot be separated from aspects of ethics and professionalism. Adnyani (2021) examines police discretionary authority in the context of law enforcement, which emphasizes the importance of competence and integrity in decision making. Sukarnita and Surata (2021) further discuss the implementation of the police code of ethics as a foundation for professionalism development.

#### Strategic Planning and Budgeting

Strategic planning and budgeting are vital aspects of career development. FoEh and Papote (2021) analyzed factors affecting the performance of Ditlantas members, including aspects of career planning and competency development. Tarigan and Sari (2021) emphasized the importance of internal control systems and HR competencies in police financial management.

### Welfare and Work Environment

Aspects of welfare and work environment have a significant influence on career development. Baharuddin et.al. (2019) identified the relationship between emotional intelligence and job stress in police officers. Siboro (2022) further revealed the influence of work environment and workload on job satisfaction through job stress in police officers.

### Organizational Innovation and Adaptation

Organizational innovation and adaptability are important factors in career development. Indrayani (2022) analyzed aspects of rhetoric and power relations in the context of police reform. Meanwhile, Rustandi et.al. (2022) emphasized the importance of bureaucratic reform in improving the quality of police human resources.

### Competency Development and Professionalism

Competency development is a key element in career development policies. Agustina et.al. (2023) identified 13 components of performance appraisal that need to be considered in developing the professionalism of police officers. Hutahaeen (2022) further emphasized the importance of restorative justice approach in developing law enforcement competencies.

This literature review provides a comprehensive theoretical and empirical foundation on various aspects of career development in the police. Previous studies have shown the complexity and interconnection between various factors that influence the effectiveness of career development policies, ranging from technical aspects to human capital aspects. An in-depth understanding of these various perspectives is important in formulating effective and sustainable career development policies within the Stamarena Polri.

## 2. Research Method

This research uses a qualitative method with a literature review approach to analyze the implementation and evaluation of career development policies for functional officials within the Stamarena Polri. The choice of qualitative method is based on the consideration that this research aims to gain an in-depth understanding of the phenomenon of career development and policy implementation in the police environment. As stated by Hutahaeen and Indarti (2020), a qualitative approach allows for a more comprehensive exploration of strategic aspects in police organizations.

In collecting data, this study utilized three main categories of data sources including policy documents, performance reports, and scientific publications. The policy documents analyzed included various rules and regulations related to career development within the police, technical guidelines, standard operating procedures, as well as the Stamarena Polri strategic planning document. Meanwhile, the performance reports reviewed include Stamarena Polri's annual performance report, evaluation of performance target achievement, HR development statistics, and program monitoring and evaluation reports. Scientific publications used as reference sources included academic journals related to police human resource management, previous research on career development in the public sector, and case studies of policy implementation in the police environment.

The data collection process was carried out through a series of systematic stages starting with source identification through database searches of scientific publications and collection of related policy documents. As recommended by Suprihanto et.al. (2023), analyzing internal police policy documents requires a systematic and comprehensive approach. Next, the sources were selected and classified based on their relevance to the research topic, as well as verifying the validity and credibility of the sources. Document analysis was conducted in depth to extract relevant information and synthesize findings from various sources.

Data analysis in this study used a thematic analysis approach that enabled the identification of patterns and main themes from the data collected. The analysis process began with coding the data to identify key themes and grouping the information based on relevant categories. Data interpretation was done by analyzing the relationships between themes and identifying emerging patterns and trends. To ensure the validity of the research results, triangulation of data sources and verification of findings with relevant literature were conducted, as well as confirmation of interpretations through peer review.

The analytical framework used considers three main aspects, namely structural, functional and contextual aspects. Structural aspects include analysis of performance appraisal mechanisms, competency development systems, and information technology integration. Functional aspects focus on the effectiveness of the development program, the achievement of performance targets, and its impact on the organization. Meanwhile, contextual aspects consider supporting and inhibiting factors, organizational dynamics, and challenges in policy implementation.

This study has several methodological limitations that need to be considered in the interpretation of the results. These limitations include the limited focus of analysis on documents and literature review without primary data collection, limited access to confidential internal documents, and the dynamics of policy changes that may occur during the research period. Nevertheless, as stated by Tarigan and Sari (2021),

document-based analysis and literature review can still provide valuable insights in evaluating policies and internal control systems in the police environment.

This research methodology is designed to provide a comprehensive understanding of the implementation and evaluation of career development policies within the Stamarena Polri, taking into account various aspects and relevant data sources. The qualitative approach chosen enables in-depth analysis of the complexity of the phenomenon under study, as well as providing a strong foundation for the formulation of applicable and contextualized policy recommendations.

This research aims to analyze the role and performance of Stamarena Polri in the implementation of police functions with a qualitative approach and analytical descriptive research type. Data collection techniques in this research include in-depth interviews with functional officials at Stamarena Polri, direct observation, as well as documentation studies related to performance assessment. In addition, this research also involved the analysis of implementation documents and technical guidelines, with data analysis conducted qualitatively to gain an in-depth understanding of the role and performance of Stamarena Polri in the context of the implementation of police functions.

### 3. Results and Discussion

#### Implementation of Career Development Policy at Stamarena Polri

The results of this study show that the implementation of career development policies for functional officials within the Stamarena Polri still faces various challenges and development opportunities. Based on the analysis of policy documents and literature review, several key findings were identified that affect the effectiveness of the policy implementation.

#### Competency-based Performance Appraisal System

The implementation of the competency-based performance appraisal system at Stamarena Polri is still not optimal. As stated by FoEh and Papote (2021), factors that influence the performance of police officers include aspects of technical, managerial and socio-cultural competencies. The research findings reveal that the existing assessment system has not fully accommodated the complexity of competencies required in carrying out the duties of functional officials.

Agustina et.al. (2023) in their research identified 13 components of performance appraisal that need to be considered in developing the

professionalism of police officers. However, implementation in the field shows that some assessment components are still formal-administrative and do not fully reflect the real capacity of personnel. This is in line with the findings of Prayoga and Nursari (2020) who emphasized the importance of performance evaluation based on more comprehensive and outcome-oriented criteria.

#### Professional Development and Competency Improvement

Professional development opportunities for functional officials at Stamarena Polri are still limited, both in terms of quantity and variety of programs. According to Rustandi et.al. (2022), improving the quality of police human resources requires a systematic and sustainable approach. An analysis of existing development programs shows that most still focus on technical aspects, while managerial and leadership competencies receive less attention.

The results of the study also revealed gaps in access to professional development programs. As revealed by Indah et.al. (2022), employee engagement is an important factor in the effectiveness of competency development programs. However, the distribution of development opportunities is still uneven and is often constrained by budget constraints and supporting infrastructure.

#### Integration of Career Management Information Systems

The information technology aspect is one of the main challenges in implementing career development policies. Manurung and Hasugian (2019) emphasized the importance of implementing an integrated information system in managing personnel data. The results showed that the integration of SIRENA (Planning and Budget Information System) with the career management system is still not optimal, which has an impact on the efficiency of data management and decision making. Supardianto and Tampubolon (2020) identified that the implementation of an effective management information system can improve organizational performance. However, findings in the field show that there are still obstacles in system interoperability and data standardization between work units. This causes data duplication and inefficiency in the personnel administration process.

#### Policy Evaluation and Impact Analysis

#### Strategic Planning and Budgeting

Evaluation of the strategic planning aspect shows the need for strengthening in terms of alignment between HR development strategies and the vision and mission of the organization. Hutahaeen and Indarti (2020) emphasized the importance of strategic planning in supporting the effectiveness of police organizations. The analysis revealed that there is still a gap between strategic planning at the macro level and the implementation of career development programs at the operational level.

Tarigan and Sari (2021) in their research identified the importance of internal control systems in budget management. The research findings show that the budget allocation for career development programs is still not proportional to the real needs of the organization. This has an impact on the limited scope and intensity of development programs that can be implemented.

### Impact on Organizational Performance

Evaluation of the impact of career development policies on organizational performance shows mixed results. Putri et.al. (2022) found that work environment, work discipline, and work motivation have a significant influence on personnel performance. Analysis of organizational performance indicators shows an increase in several aspects, but has not yet reached the targets set in the strategic plan.

Siboro (2022) revealed that work environment and workload have an influence on job satisfaction through job stress. The evaluation results show that the existing career development policy has not been able to fully address the problems of work stress and work-life balance of personnel, which in turn can affect overall organizational performance.

### Ethics and Professionalism

The evaluation of the ethics and professionalism aspects shows an increased awareness of the importance of integrity in carrying out tasks. Fitriani and Harahap (2021) emphasize the importance of upholding the professional code of ethics in shaping the character of professional personnel. The results showed that the career development program has begun to integrate aspects of professional ethics, although its implementation still needs strengthening.

Budiarta et.al. (2021) underlined the vital role of professional ethics in supporting organizational performance. The evaluation shows that the application of ethical standards in career development has had a positive impact on the professionalism of personnel, although there are still several cases of

ethical violations that require further handling.

## Strategic Challenges and Recommendations

### Implementation Challenges

The implementation of the career development policy faces several key challenges:

1. Limited budget and resources for professional development programs;
2. Resistance to changes in the performance appraisal system;
3. Technical constraints in the integration of information systems;
4. Competency gap between organizational needs and personnel capacity;
5. The dynamics of rapid changes in the strategic environment.

### Development Recommendations

Based on the results of the analysis, some strategic recommendations that can be considered include:

1. Strengthening the competency-based performance assessment system through:
  - a. Development of more comprehensive assessment instruments;
  - b. Capacity building of assessors;
  - c. Integration of a more effective feedback system.
2. Optimization of professional development programs through:
  - a. Diversification of competency development programs;
  - b. Strengthening cooperation with educational institutions;
  - c. Implementation of mentoring and coaching system.
3. Improving the effectiveness of management information systems through:
  - a. Modernization of technology infrastructure;
  - b. Standardization of data and business processes;
  - c. Development of performance monitoring dashboards;.
4. Strengthening aspects of planning and budgeting through:
  - a. Revision of program planning mechanism;

- b. Optimization of budget allocation;
- c. Strengthening the monitoring and evaluation system.

#### Policy Implications

This paper has several important implications for policy development within the Stamarena Polri:

1. The need to revise career development policies that are more adaptive to changes in the strategic environment;
2. The importance of strengthening coordination between work units in implementing development programs;
3. The urgency of increasing the capacity of management information systems to support decision making;
4. The need for a more comprehensive evaluation framework to measure program effectiveness.

As stated by Indrayani (2022), police organizational reform requires a holistic and sustainable approach. The implementation of these strategic recommendations is expected to make a significant contribution to improving the effectiveness of career development policies for functional officers within the Stamarena Polri.

#### 4. Conclusion

Based on the results of the discussion that has been carried out regarding the implementation and evaluation of career development policies for functional officials within the Stamarena Polri, several important conclusions can be drawn:

First, the implementation of career development policies for functional officials at Stamarena Polri still faces systemic challenges in three main aspects. The competency-based performance assessment system has not been fully optimized, as indicated by the findings of FoEh and Papote (2021), which identified a gap between the expected competency standards and the implementation in the field. Professional development opportunities are still limited, both in terms of quantity and variety of programs, as revealed in the research of Rustandi et al. (2022). The integration of the career management information system with SIRENA has also not been effective, in line with Supardianto and Tampubolon's (2020) findings on obstacles in implementing

management information systems.

Second, the policy evaluation revealed the need for strengthening in the aspects of strategic planning and budgeting. Hutahaeon and Indarti (2020) emphasize that the effectiveness of police organizations is highly dependent on the quality of strategic planning. The results showed that there is still a gap between strategic planning at the macro level and program implementation at the operational level. Tarigan and Sari (2021) also identified the importance of the internal control system in budget management, but the budget allocation for career development programs is still not proportional to organizational needs.

Third, the impact of career development policies on organizational performance shows mixed results. Putri et al. (2022) found a significant effect of work environment, work discipline, and work motivation on personnel performance. However, as stated by Siboro (2022), aspects of work-life balance and work stress are still issues that need special attention in future policy development.

Fourth, aspects of ethics and professionalism have begun to be integrated in career development programs, although their implementation still needs strengthening. Fitriani and Harahap (2021) and Budiarta et al. (2021) emphasize the importance of upholding the professional code of ethics in shaping the character of personnel who are professional and have integrity.

Based on the results of some of these conclusions, there are the following recommendations:

#### 1. Development of Performance Appraisal System

- a. Design a more comprehensive assessment instrument by considering the complexity of the duties of functional officials;
- b. Develop a more effective feedback system to support personnel competency development;
- c. Integrate qualitative aspects in performance appraisal to get a more holistic picture.

#### 2. Optimization of Professional Development Program

- a. Increase the variety of competency development programs in accordance with organizational needs;
- b. Establish strategic cooperation with educational institutions and professional institutions;

- c. Develop a structured mentoring and coaching system.
  - 3. Strengthening the Management Information System
    - a. Modernize information technology infrastructure;
    - b. Develop a more effective data integration system;
    - c. Implementation of a comprehensive performance monitoring dashboard.
  - 4. Improving Planning and Budgeting Aspects
    - a. Review and revise program planning mechanisms;
    - b. Optimizing budget allocation for career development programs;
    - c. Strengthening the program monitoring and evaluation system.
  - 5. Strengthening Ethical Aspects and Professionalism
    - a. Integrate professional ethical values in every development program;
    - b. Developing a more effective supervision mechanism;
    - c. Building an organizational culture that supports professionalism
  - 6. Development of Evaluation Framework
    - a. Design a more comprehensive evaluation system;
    - b. Develop more measurable performance indicators;
    - c. Conduct periodic evaluations of program effectiveness
- The implementation of these suggestions needs to be carried out in a gradual and planned manner by considering organizational capacity and resource availability. As stated by Indrayani (2022), police organizational reform requires a holistic and sustainable approach. Commitment from all stakeholders and consistent policy support are key factors in realizing effective career development of functional officials within the Stamarena Polri.

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