

Strengthening Cooperation between TNI and Polri in Improving Law Enforcement Performance in Indonesia

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Abstract

Law enforcement, encompassing various facets, constitutes a professional domain. The attainment of the title *police officer* mandates individuals to undergo comprehensive training and education, acquiring intellectual, theoretical, and technical proficiency. Upon completion, they integrate into a structured organization, adhering to specific disciplines and a code of ethics outlined by the profession itself. Crucially, a commitment to public service is a fundamental tenet upheld by all members of the police profession. This study employs an empirical juridical

approach to investigate the legal principles governing the Indonesian National Police (TNI-Polri). The empirical juridical method is employed to analyze the applicable legal frameworks, particularly those pertaining to the TNI-Polri. The endeavor to enhance the professionalism of the Indonesian National Police involves strategic, organizational, and programmatic levels. Challenges encountered in this pursuit include the prevalence of negative public perceptions towards the National Police, as well as constraints related to budgetary limitations and inadequate infrastructure for implementing cooperative strengthening programs.

Keywords

Professionalism, Cooperation, TNI-Polri, Law Enforcement

I. Introduction

Profession is work that is carried out as a basic activity to make a living and that relies on a skill. While professionalism is the commitment of professionals to their profession, as well as a 'spirit' or spirit, perspective, method, and / or practice that explores and is described from a series of characteristics of the profession concerned. This commitment is shown by his pride as a professional, his constant efforts to develop professional abilities. There are many opinions about the elements that can be considered as part of the characteristics that build the professionalism of a profession. One opinion states that a profession is characterized, among others, by certain specifications relating to: education and training, intellectual or theoretical as well as technical expertise/competence, organization, discipline

and code of ethics, and commitment to altruistic service (public service).¹

The police, in all its senses, is thus a profession. It is said that to become or to be called a policeman, a person is required to undergo training and education, have intellectual / theoretical as well as technical expertise, belong to an organization, and live with certain disciplines and codes of ethics, as agreed and outlined by the police profession itself. What is also important is that a police officer is required to have a commitment to public service. Meanwhile, the police function is basically one of the functions of the state government in the field of maintaining public security and order, law enforcement, as well as protection,² protection, and service to the community. In general, the functions of the police are divided into what is referred to as: the main function, organic function, and support function. The specific main functions of the police are further elaborated into: Investigation, Intelkam, Traffic, Sabhara, and Binmas.³

In connection with the above explanation, on the one hand, it is recognized that there are public demands for increasing the professionalism of the National Police in law enforcement, especially with regard to crime prevention and disorder, both in urban and rural areas. On the other hand, there is also the problem of a career coaching system that is not fully competency-based, which leads to inconsistent patterns of placement of members of the National Police in accordance with the classification of police functions, including career paths and specialties. To meet public demands for improving the professionalism of the National Police, one of the efforts that can be done is to collaborate with fellow

¹ Collins Dictionary of Sociology, 2000, Glasgow, Harper Collins Publishers. pp. 29-30

² Law of the Republic of Indonesia No. 2 of 2002 concerning the National Police of the Republic of Indonesia (Polri), Article 2

³ E. Sunarno, 2010, *Berkualitas, Profesional, Proporsional : Membangun SDM Polri Masa Depan*, Jakarta, Pensil.

government agencies such as the Indonesian National Army (TNI). This is in line with what is mandated in the 1945 Constitution which states that every citizen has the right and obligation to participate in the defense and security efforts of the State. Each agency, be it TNI-Polri-Civilian (its institution) has related duties in securing the state. For example, the TNI consisting of the army, navy, and air force is tasked with defending, protecting, and maintaining the integrity and sovereignty of the state. Meanwhile, the National Police as a state tool also has the task of maintaining public security and order, as well as being tasked with protecting, protecting, serving the community, and enforcing the law. These two institutions in carrying out their duties have been regulated by law as their legal umbrella.⁴

Agus Subagyo, et al in their research revealed that the cooperation of the TNI Polri was strengthened through Law No. 34 of 2004 concerning the TNI, especially Article 7, paragraph 2, point 9, which reads: "assisting the task of government in the regions", and point 10 which contains: "assisting the National Police in the framework of public security and order duties regulated in law". In the regulations contained in the TNI Law, especially many people refer to the article Military Operations Other than War (OMSP), it is clear that the TNI must be obliged to assist the Government (and Regional Governments) and the National Police in maintaining a conducive situation in the community so that economic development, democratic development and public welfare can be realized.⁵ The existence of the MoU (Memorandum of Understanding) must be appreciated as a tangible manifestation of the TNI and Polri to overcome disturbances (Kamtibmas), but juridically it has been determined

⁴ TNI by Law No. 34 of 2004, while Polri by Law No. 2 of 2002.

⁵ Agus Subagyo and Yudi Rusfiana. Sinergi TNI AD Dengan Polri Dan Pemerintah Daerah dalam Penanganan Konflik Sosial (Studi Kasus kota Tarakan). *Jurnal Ilmiah Wahana Bhakti Praja* 8, No. 2 (2018): 113-126

by the state so that it is contrary to applicable laws and regulations.⁶

But the reality is recorded until now there are often clashes between the TNI-Polri. Since the last two years, there have been 15 incidents involving clashes between the Indonesian National Police. There were even two clashes between the TNI and Polri in the same place at different times. The incident occurred at Ciracas police station, East Jakarta, in 2018 and 2020. This indicates that the TNI-Polri conflict has a negative impact (for) state security and defense. Departing from this, the author is interested in studying more deeply what steps are taken as a form of effort to improve professionalism through strengthening TNI and Polri cooperation, obstacles faced in a study entitled "Efforts to Improve Professionalism through Strengthening TNI and Polri Cooperation".

II. Method

This study employs a normative legal research approach to address the issue of enhancing professionalism through the reinforcement of cooperation between TNI (Indonesian National Armed Forces) and Polri (Indonesian National Police). The chosen research method is an empirical juridical approach, which involves scrutinizing applicable legal methods concerning TNI-Polri collaboration.

Secondary data serves as the primary source for this study, derived from normative legal research materials categorized as primary, secondary, and tertiary. Primary legal materials encompass laws and regulations relevant to the research problem. Secondary legal materials consist of literature, particularly books, pertaining to the field of TNI-Polri. Tertiary materials encompass

⁶ Kartono Kartini, *Pemimpin dan Kepemimpinan*, PT. Raja Grafindo Persada, Jakarta, 1982, p. 7.

documents related to the collaboration aimed at improving the professionalism of the Indonesian National Police.

Data and information pertinent to the research problem are acquired through a combination of library research and field research methodologies. This approach ensures a comprehensive exploration of the complexities surrounding the strengthening of TNI-Polri cooperation within the context of enhancing professionalism.

III. Elevating Professionalism: Strengthening TNI-Polri Cooperation to Enhance the Indonesian National Police

According to Yunus, national stability cannot be separated from the goals of national development and security. In order to safeguard the life of the nation and state, national stability must be placed above the interests of groups, groups, and individuals. National stability has a dynamic nature and is strongly influenced by the conditions of the strategic environment that are constantly evolving and changing. National stability cannot be separated from stable national security conditions accompanied by sustainable development. If we look at the definition of national stability, it can be interpreted as a stable state of a country from disturbances or turmoil of an ideological, political, economic, military, and other nature. National stability is strongly influenced by the constantly evolving and changing conditions of the strategic environment.⁷ Of course, the turmoil includes the terrorist threat which is based on political and economic reasons.

If we trace in the New Order era, Indonesia at that time felt the era of development that was claimed to be the most optimal.

⁷ Sidney Jones, "The Evolution of ISIS in Indonesia", *IPAC Report*, No. 13, 2014, p. 18.

In the New Order era, three important steps were directly taken by the government, namely stability, rehabilitation and economic reconstruction. In addition to these three steps, the government also made a five-year development plan (Repelita) which was implemented in stages, starting in 1969 with the First Repelita to the Fifth Repelita. Indonesia's growth at that time was started by Repelita I which succeeded in bringing economic growth of above 6.7% per year, even Indonesia had felt a growth rate of 7-8% during the period 1985-1994.³¹

In the New Order era, industry was a top priority sector to support national industrial development, where it was believed to be one of Indonesia's national resilience in facing threats at that time, including terrorism. National stability is the main product of the Orba regime which really carries the development paradigm (developmentalism) which believes that improving people's lives in the economic sector will strengthen national resilience, and be able to adapt to environmental changes, which further opens space for the entry of ideas and thoughts that are contrary to Pancasila. Even in the New Order era, there were only 4 terror incidents for 32 years. Indeed, in that era ABRI, which at that time the TNI-Polri was still merged, was having a strong role in development and governance. This is seen by the way President Soeharto implemented the *Dwi Fungsi ABRI*.

Dwi Fungsi ABRI is a basic military concept in carrying out socio-political roles in Indonesia. Where military interference in important political, social, and economic issues that concern the lives of many people. In essence, ABRI is also placed in strategic positions in the government to manage the country, including advancing national development. The concept of *Dwi fungsi ABRI* is essentially total service to the nation and state, both in the field of defense and security (Hankam) and the non-Hankam field. Thus, in maintaining national stability and security, President Soeharto at that time had taken a Civilian-ABRI (TNI-Polri) collaborative approach, which was practiced by placing

strategic positions within the civilian government as the *Dwi fungsi ABRI* program which was indeed authorized in the Orba era.⁸

Strengthening cooperation between the TNI and Polri must clearly get support from the civil bureau, both at the central, provincial, and regional levels. Civil society groups have a role to play as agents of development change, especially in areas where the power of civil society is still inadequate. Of course, this role is supported by several laws and regulations that have the aim of increasing development and the economy that affect national stability. It should be recalled that economic development and national stability greatly affect the level of security of a region. Economic development and national stability are really built by the strength of civil society groups. There is even a stigma that says if an area with poor development, then the area is more easily infiltrated by radical influences. Economic reasons are certainly one of the causes of several groups of people who actually enter the terror group. Strengthening cooperation between the TNI-Polri-Civil is assumed that each institution contributes to the stability of the state in accordance with its duties that have been regulated by applicable laws and regulations. Thus, strengthening cooperation between the three groups is something that must be maintained for the survival of Indonesia. In this case, civic groups are represented by government institutions. Therefore, several efforts must be made to strengthen the cooperation of the TNI-Polri-Civil, each of which is divided into three levels which are described as follows:

1. *Strategic Level*

Speaking of derivatives of military and non-military defense legislation products. Usually in this stage is to provide and complete laws and regulations, be it the TNI, police, or civil society. For example, on the TNI side, it complements

⁸ Aini, Aulia Nur Wihdlatil, Abdul Muntholib, and Andy Suryadi. "Dinamika Integrasi dan Pemisah POLRI dari ABRI Tahun 1961-2002." *Journal of Indonesian History* 8, no. 2 (2019): 105-112.

the laws and regulations governing the preparation, involvement (mobilization), and termination (demobilization) of the TNI in providing assistance to the National Police and Regional Governments which ultimately aims to maintain national security. In this case, the government must re-prioritize the 1945 Constitution regarding universal state defense and security. In practice, this may be done through the issuance of presidential instructions as soon as possible to strengthen the strengthening of cooperation between the three agencies. Or it could be that while waiting for the unclear passage of the National Security Bill, the government can immediately issue the Assistance Duty Law as an answer to find a bridge between the TNI-Polri in overcoming contingency situations and gray area situations.

2. *Organization Level*

At this level, the focus is on developing coordination, cooperation, and communication between TNI-Police-Civil. Things that can be done are (1) Re-improving the understanding of the soul of the *Korsa* and its application so that the solidarity of false fanaticism can be abandoned; (2) Improve and improve inter- and inter-institutional coordination; (3) Increase the intensity of joint exercises in the face of joint operations to overcome natural disasters, acts of terrorism, and separatist movements; and (4) Improve and improve the leadership quality of each institution. At the organizational level, it must still involve the BIN organization as a representative of civilian organizations from the intelligence sector. According to Anggoro, intelligence which is "the first line of defense" reflects the importance of intelligence implementation in the survival of a nation-state. In this case, strengthening coordination between TNI intelligence (BAIS), National Police intelligence (BIK), and intelligence providers such as the Prosecutor's Office,

Migration, and Customs. Finally, there will be stronger coordination of these institutions to prevent the entry of radical ideas from outside, and stem the growth of radicalism from within the country.⁹

3. *Level Program*

At this level, the focus is on the internal of each institution, especially related to improving competence, welfare, and education both in the TNI, Police, and MSI itself. For example, improving the level of welfare of personnel both materially and non-materially, as well as the competence of personnel through training and developing their abilities in accordance with their respective fields of duty. With the better capacity of the TNI-Polri-MSI agency, this institution will also be more stable in coordinating and working together to maintain national stability. At the program level, it is clear that it must be able to adapt to the development of globalization. It is certain that today so many radical ideas enter through internet networks and social media. According to Soebagyo, it is necessary to strengthen cooperation in dealing with cyberwarfare through programs, especially against the increasingly intense global campaign of terrorism today.¹⁰

One example that needs to be done is to strengthen the presence of the "peace portal" which is fostered by BNPT in collaborating with the community of young cyber activists to actively participate in the success of the "peace program." 42BNPT is a non-ministerial government institution (LPNK)

⁹ See also Widada, Tri. "The Influence of Organizational Culture and Self Efficacy on the Ability of Cadets Conflict Management in Lemdiklat Akpol Semarang." *Unnes Law Journal* 9, no. 1 (2023): 1-44; Raharjo, Agus, and Angkasa Angkasa. "Profesionalisme Polisi dalam Penegakan Hukum." *Jurnal Dinamika Hukum* 11, no. 3 (2011): 389-401.

¹⁰ Agus Soebagyo, "Sinergi Dalam Menghadapi Ancaman Cyberwarfare", Text at the Sesko AD TNI Bandung, 2014, p. 2.

that carries out government duties in the field of counterterrorism through Presidential Regulation Number 12 of 2012 concerning Amendments to Presidential Regulation Number 46 of 2010 concerning BNPT. This organization can be said to be a TNI-Polri collaboration whose programs often involve civilian roles, including deradicalization programs. So it is clear that the BNPT program reflects the strengthening of TNI-Polri-Civil cooperation.

Furthermore, some members of the public turned out to associate their understanding of the professionalism of the National Police with education and training, including their expertise/competence. According to them, a professional police officer is a police officer who understands his duties and functions. This opinion can be compared to police who have high expertise as a criterion for professionalism. This means that in carrying out their duties and functions, the police are required to have high expertise. There are also community members who argue that professional police officers are those who have adequate abilities, skills and education. Professional police must also understand and not go out of their basic duties. In this case, it can be said that adequate abilities, skills and education, by police members, must be carried out within the framework of their main functions and duties in accordance with Law No.2 of 2002 concerning the National Police of the Republic of Indonesia. Other specifications that are also of concern to some other members of the community are discipline and code of ethics. They explain that professional police should not commit reprehensible acts, such as protecting criminals in exchange for monetary payments or in other terms not 'backing up' criminals.

Meanwhile, without going into more depth, there are also members of the public who hope that the police can be more disciplined. In terms of altruistic service, the community believes that professional police must prioritize community service in addition to being community protectors. Here, the police are

required to be able to understand the actual problems faced by the community in their duty environment. Furthermore, there are some prominent impressions and functions put forward by the community. Some members of the public consider that the functions that are felt most prominently are the functions of intelligence and traffic. According to them, terrorism cases that had shaken the city of Tegal demanded the intelligence function to work extra. Meanwhile, the traffic function is considered prominent because this function is most often directly related to the community. Intelkam is also a function that seems strong in the minds of other members of society. However, for them the impression is that it is less than satisfactory from the intelligence function.

The function of intelkam is not good, because it seems that the intelligence in the Central Java regional police only acted after the incident occurred. According to them, in the past, ABRI (now TNI) intelligence seemed better at preventing crime. Still according to them, the professionalism of the police is also influenced by changes both internally and externally abroad. So police professionalism is a demand, both from within the country and abroad, to make the police better. This is indeed in line with the enormous public demands for the professionalism of the National Police as described earlier in the introduction to the report. Meanwhile, organizationally the community realizes that basically the police is very important for the continuity of the nation and state. Therefore, the police must be educated to be truly professional, that is, professionalism that comes from conscience, not for personal interests or certain groups by justifying all means.

According to the public, in general, services by the police have begun to improve. In addition, the impression that sticks strongly in the minds of the public is the success of the police in the Central Java Regional Police in handling terrorism cases. They also stated that in terms of police services it has been better, in this

case for example the processing of driver's licenses and others. However, in terms of performance, one of the concerns is the police bureaucracy which is considered too complicated and often hampers the service process itself. An interesting impression came from members of the public who were members of the police themselves. He said that people who have dealt with the police will definitely 'hate' the police. For example, when ticketed on the street or asked for 'lubrication money', people will definitely hate the police. This view is actually not entirely acceptable because in this study also some informants from the community actually understand and admit that they are ticketed by the police because of their mistakes. Therefore, it is not true that all people will hate the police who cross the road. Unlike the case with bribes, some people cannot accept it, but there are also informants who feel helped by bribes or in the language of on-site settlement informants. Another impression put forward is that the command function within the police force is too strong, where the influence of the leadership is felt to be very large.

At the same time, police professionalism is hampered by the lack of facilities and operational costs of daily work. In addition, limited personnel are also a concern for the community. Fortunately, this is often 'backed up' by the very prominent role of the Binmas Unit. Therefore, the community hopes that synergy between the main functions is very important to continue to be built and maintained. Given its workload, the community also expects the prevention function to be highly demanded to show its professionalism. Not only the function of Intelkam, but all functions are required to play a role in preventive tasks. There is one more thing underlined by the community, namely the honesty of the police, which was previously still difficult to measure, is expected to be further strengthened.

Before professionalism emerges as a widely accepted standard, police qualifications will first be outlined which shows how much police work has to do with the individual

predisposition of policemen. Coates distinguishes 3 (three) types (qualifications) of police, namely:

- a. *The legalistic abusive officers*, i.e. those who are aware of their role as guardians of the protectors of society as well as the values of society, and quickly use force and are highly authoritarian;
- b. *The task officer*, who performs his duties without using his own values and only carries out the law; and
- c. *The community service officer*, who does not apply the law and acts as law enforcement, but rather tries to help the community and solve problems.

Police qualifications, as expressed by Coates, are slowly eroding so that a new idea is needed towards police professionalism which certainly offers various benefits that can be felt directly by the community. The idea of change arises due to the rapid development of science and technology. The inevitable development of science and technology has implications for the work of the police itself where the police are required to be professional in their fields (not amateurish). The use of science and technology by the police in carrying out their duties has a consequence that science and technology becomes one of the standards for determining police professionalism.

Therefore, the standard requires, that: First, it requires practice, skills, and special abilities; Second, police officers must be committed to their work; Third, in carrying out their work, the police need a certain degree of autonomy.

The determination of science and technology as one of the standardization of police professionalism is more emphasized on the rule that the modus operandi of crime is increasingly diverse so that "qualified" preventive measures are needed. Science and technology that continues to develop in the 20th and 21st centuries must be significantly harmonized with theoretical rules in police science where the concept of public servant must also be synchronized. In addition to science and technology, the

standardization of police professionalism can be seen in three parameters as developed by Sullivan, as follows:

- a. *Well Motivation*, namely a police officer must have good motivation in carrying out his duties;
- b. *Well Education*, namely a police officer must have a good level of education such as, Diploma, Bachelor, Master, and Doctoral degree;
- c. *Well Salary*, a police officer must be paid adequately to support his work so that he is not prone to corruption.

Strengthening TNI-Polri cooperation so as to achieve increased professionalism is important to maintain national security stability. Cooperation is very important for professional improvement. Professionalism will support national development programs, including the development of superior human resources. In building the nation cannot be done alone, but it needs cooperation and collaboration of various components of the nation to achieve progress and excellence. TNI-Polri is very interested in the quality of the young generation in the future. With qualified quality and nationalism, it will be easy for the TNI-Polri together with other components of the nation to work together to build national resilience through military and non-military defense. In addition, TNI-Polri integration must receive support from civil society, at the central and regional levels. Civil society plays a role as an agent of change and development, especially in areas where the strength of other components of the nation is inadequate. This role needs to be supported by various regulations and laws aimed at improving development and the economy that affect national security stability. Economic development and national security stability greatly affect the level of security of a region. Therefore, all component forces of the nation need to build economic quality and national security stability. If an area lags behind in development, it is vulnerable to threats that can disrupt community activities. There are several efforts to strengthen cooperation between the TNI-Polri and other

components of the nation, which are divided into three levels as follows:

- a. Strategic level: Discusses derivatives of military and non-military defense legislation products to provide and complement existing laws and regulations, both in the TNI, Polri and other components of the nation.
- b. The organizational level concerns the development of coordination, cooperation and communication between the TNI-Polri and other components of the nation such as by improving the understanding of the corps soul and its application. So that solidarity that is of a false fanaticism can be abandoned. Improve and improve inter- and inter-institutional coordination. Increase the intensity of joint exercises in the face of joint operations for natural disasters, Covid-19, or separatism. At this level, the involvement of the State Intelligence Agency as a representative of civilian organizations and coordinators of the intelligence sector is very necessary considering that intelligence is the first line of defense in the survival of a country. For this reason, strengthening coordination between TNI intelligence (BAIS), National Police intelligence (BIK), and other intelligence providers such as prosecutors, immigration and customs is needed to prevent the growth of radicalism, both at home and abroad, which can disrupt national development programs.
- c. The program level is the improvement of competence, welfare and education in their respective entities. With the better capacity of the TNI-Polri and other components of the nation, there will be stability in coordination and cooperation in maintaining national security stability. PKB Juang 2020 which was attended by Student Officers of the 57th Air Force Command and Staff College, accompanied by the Commander of the Air Force Command and Staff College, Air Force Rear Marshal Samsul Rizal, Seskoau officials, lecturers and guidance officers. Different from previous years

faced with the Covid-19 pandemic, this briefing was attended online by 1,543 people. They consisted of 267 officials of the Indonesian TNI and Police educational institutions, and 1,276 student officers, consisting of 214 people from the TNI Command and Staff College, 103 people from the National Police Staff and High Leadership College, 251 people from the National Police Specimmen, 499 people from the Army Command and Staff College, 241 people from the Navy Command and Staff College, and 235 people from the Air Force Command and Staff College. Then Pasis Sesko TNI, Serdik Sespimti Polri, Pasis Sesko Angkatan and Serdik Sespimmen Polri who participated in the PKB Juang briefing activity for one day is one of the Education curriculum programs under the Department of Struggle with a number of briefing materials from President Joko Widodo, Tjahjanto, and the Chief of the Indonesian Police, Police General Idham Aziz, with panelists from the Rector of Padjajaran University, Rina Indiastuti. The development of superior human resources is a common task. Through superior, resilient and good quality human resources physically and mentally will have a positive impact not only on increasing the nation's competitiveness and independence, but also in supporting national development in order to realize people's welfare. This is where the role of Pasis Sesko TNI/Polri and Sesko Angkatan increases the role of the TNI-Polri and components of the nation to anticipate and deal with various threats and build close cooperation initiatives to maintain unity.

IV. Challenges Encountered in Enhancing Professionalism: Strengthening TNI-Polri Cooperation for the Indonesian National Police

Some community members stated that the often discriminatory attitude of the police in serving the community is still often felt. Small societies are usually treated differently from societies that have great influence or power. This opinion is also associated with violations of the police code of ethics. If the code of ethics is upheld, then this discriminatory attitude should not occur. In addition to the issue of discrimination, issues related to discipline and code of ethics were raised quite a lot by informants. Classic problems such as speeding tickets, bribery, KKN, etc., still dominate public perception.

Firm leadership is a solution put forward by the community to overcome problems related to discipline and this code of ethics. According to other members of the public, the situation within the police institution makes it very difficult to break down if there are irregularities. There is a huge and excessive fear of the leadership at the top. This situation on the one hand is not good in which it is difficult for change to occur. On the other hand, such a tradition can actually stimulate change, if the change comes from above in this case the police leadership at various levels.

Another interesting problem is the situation raised by the community that police members in the field have difficulty in working optimally due to the lack of daily operational costs, especially the patrol vehicle fuel oil which is very minimal. To get around this, police members were forced to spend personal funds to cover fuel shortages, or this was not expected by Sabhara members who patrolled to choose not to pick up the ball but just 'wait' in certain areas while waiting for reports. This situation is

certainly very concerning in the midst of the low welfare of police members in the field. By having to pay additional costs for fuel, of course, police members will find it increasingly difficult to improve their welfare.

On the other hand, saving efforts by reducing the schedule of mobile patrols certainly reduce the services received by the community. Therefore, this situation must be ended. The police ranks responsible in this case must immediately find a solution to the lack of operational costs so as not to further harm the community. On the other hand, problems like this can be a reason to justify unlawful practices and codes of ethics by certain police officers. Interestingly, it turns out that for some community members, the expertise or high competence possessed by police members can actually be an important aspect to support the improvement of police professionalism. As stated in the front, the police's prowess in uncovering major cases such as terrorists shows the ability of the police to be very good. Therefore, this ability if used properly can be increasingly beneficial to society.

One of the issues that emerged was about the role of tradition that is still respected in society in efforts to improve professionalism in carrying out the main function of the police. For the community in general, the values of customs should be used to be a support in efforts to enforce discipline and the police professional code of ethics. In addition, the overall efforts made by the National Police institution to carry out improvements or reforms on all fronts are also noted by some members of the public as tangible support where one of the pillars is the improvement of the professionalism of the National Police. In addition, encouragement from the leadership to continue police education and training is seen as one of the strong elements of support for improving the professionalism of the main function of the police in law enforcement.

It should be underlined, the explanation of the principles of state administration refers to Article 3 number 7 of Law No. 28 of

1999 concerning Clean and Corruption-Free State Administration, Collusion and Nepotism (KKN). In this case, accountability requires that every activity and the final result of state administration activities can be accounted for to the community or the people as the highest holder of sovereignty, in accordance with applicable laws and regulations. From this formulation, it can be seen that accountability is the accountability of every process and final result of state administration. Accountability is closely related to transparency, it can be said that there is no accountability without transparency. According to the Explanation of Article 3 point 4 of Law No. 28 of 1999 concerning Clean and Free State Administration, Collusion and Nepotism (KKN), transparency is defined as a principle that opens up to the public's right to obtain true, honest and non-discriminatory information about state administration while still paying attention to the protection of personal human rights, groups, and state secrets. At this point, it can be seen how community participation is also closely related to good governance. Community participation is connected to good governance both through accountability, where the people are the holders of the highest sovereignty, and through transparency, namely efforts to fulfill the community's right to obtain information.

The principles of good governance as described above, namely transparency, accountability, and community participation, are also the basis for the realization of good policing based on these three main pillars. The creation of good policing is an effort to present a democratic life, uphold the rule of law, provide democratic and non-discriminatory services, and the protection of human rights in all duties and implementation of police work. Demands for transparency, public participation, and accountability by the public are natural things to be met during the current reform period, not least in the context of the National

Police reform that has been going on for more than a decade since it was first rolled out.

As some community members understand, according to them, good policing can now be demonstrated by the police, as seen in the forms of police and community cooperation and partnership found in various community activities in various villages, villages, and villages, as well as in the synergy relationship between the police and the community in maintaining mutual security.

Thus, there are groups of community members who have the perception that some of the community's demands for transparency, community participation, and accountability have basically been sought to be met by the police. However, they realize that there are some things that can be monitored by the community and there are also some other things that cannot be opened to the community. This can be seen in how the community has difficulty getting access to know the performance of the police, especially in terms of the progress of solving legal cases related to them. The community also noted that they could not simply demand their rights and/or exercise their participation. There is a fairly complicated procedure that must be taken.

A fairly positive perception of the implementation of good policing in essence is indeed recognized by the community. According to them, the police now have a sufficient understanding of transparency. As for the understanding of participation, they considered it also quite good. This can be seen in good police and community relations, for example in zero crimes programs. The success of the program is certainly achieved because of the contribution of the community and the police who jointly strive for security and comfort for the entire community.

Meanwhile, a different assessment was delivered by some other members of the community. According to them, the police are currently not fully transparent on the recruitment and acceptance of prospective members of the National Police; Public

participation in this matter is still limited. Negative assessments regarding good policing were also conveyed regarding police actions that still tend to be discriminatory. As he has experienced, informants provide examples of discriminatory case solving by the police, thus ignoring the pillars of transparency and ignoring human rights. Demands about good policing in the galib are natural. The police as a party that is required to implement transparency, participation, and accountability must realize that community demands are ideal conditions that must be met by police institutions in the future. However, the public also needs to realize that these ideal demands cannot be met by the police institution easily considering the conditions of police members in the field are not ideal as imagined.

There are many obstacles faced by the police in the field, such as limited operational funds for patrol vehicles, lack of welfare of members, and so on. Thus, the community is expected to be realistic in responding to these conditions. Some public understanding of the relationship between professionalism and good policing as described above shows that professionalism and good policing are two things that go hand in hand in their achievements. Efforts to realize a professional police also mean efforts to realize good policing. This is because the components of the professionalism of the National Police that want to be realized and have a positive influence on the realization of professionalism in carrying out the main functions of the police must also be implemented within the framework of transparency, community participation, and accountability. If this can be realized well, then the profile of a professional police officer loved by the public is not impossible to realize.

The TNI and Polri truly become professional security institutions as a prerequisite for the functions carried out to run effectively. One of the most essential things is the paradigm shift in post-cold war development, where the security sector is part of the substance of efforts to create the welfare and prosperity of the

people. Although from the beginning of this paper emphasizes the importance of professionalism in the TNI and Polri, professionalism actually has a wider scope, not just the military and police. Professionalism in this case covers a broader perspective including the Ministry of Foreign Affairs, the Department of Law and Human Rights which oversees the Directorate of Immigration, the Ministry of Defense, the Prosecutor's Office, the parliament, the Intelligence Agency (Bais and BIN), the TNI, and the National Police.¹¹ However, the narrow form of professionalism in Indonesia is intended to, namely:

- a. Build the capacity of security implementers (especially the TNI and Polri who are mandated to use force) who are professional and comply with democratic principles.
- b. Develop the capacity of defense administration institutions (MoD).
- c. Encourage and strengthen the active role of oversight institutions, namely parliament and civil society (including the media).¹²

Civilian political elites who are still inconsistent in organizing and positioning the TNI, and Polri in state life. The experience of two elections, namely 1999 and 2004, illustrates that the weak point in efforts to make the TNI, and the National Police professional, is at the level of awareness of the civilian elite that efforts to organize and reform security sector institutions are something that must be done. Even the civilian intelligence was corrected when one of the parliamentarians said that members of the TNI and Polri could participate in local democracy contestation, namely regional elections. This is where it is important to emphasize that in principle professionalism in

¹¹ Rizal Sukma in Marpaung, Rusdi. et al (Ed). 2005. Dynamics of Security Sector Reform. Jakarta: Imparsia. Thing. 18.

¹² Rizal Sukma in Marpaung, Rusdi. et al (Ed). 2005. Dynamics of Security Sector Reform. Jakarta: Imparsial. Thing. 20

Indonesia runs very slowly, in the sense that the ideals as reviewed regarding the definition and purpose of increasing professionalism in Indonesia do continue, it's just that, because it is slow and less systematic, and there is no big strategy that surrounds all these agendas, it becomes complicated to say that it has succeeded well, Although the minimum conditions have been met. Even proposally it can be described that the success of realizing professional improvement only occurs in institutionalization, in this case it is still limited to mere symbols, but in practice strategy and behavior still describe the character and behavior of soldiers who are still thirsty for political and economic power.

In the National Police itself, proportionally it runs well, only in more serious processes it has not had an impact on the substance of the problem. With legal-political provisions in the form of Tap MPR/VI/2000 and Tap MPR/VII/2000, the National Police became one of the institutions that would professionally only be directed to security tasks, especially internal security. The MPR decree encourages and directs the National Police as a civilian police force, which prioritizes law and order. While the derivative of the two provisions was born Law No. 2 of 2002, which clarifies the duties and responsibilities of the National Police as a state tool in the security sector. The affirmation of this task actually encourages the task of the National Police to be more severe, in Adrianus Meliala's view, the problems faced by the National Police become multi-dimensional.¹³

One of the impacts of Polri reform is the structural change of Polda, from three types of Polda; types A, B, and C, into only two types, namely; type A, led by a two-star police general, with type B, headed by a one-star general. Type A includes Java, Bali, NAD, North Sumatra, South Sumatra, East Kalimantan, Papua, and South Sulawesi. While the other provinces are led by one-star

¹³ Adrianus Meliala, *Problema Reformasi Polri*. Jakarta: Trio Repro, 2002. pp. 46-47.

generals. In addition, reform from the instrumental aspect was also felt, namely with changes to the doctrine used. Previously using the same doctrine as the TNI, namely Catur Darma Eka Karma (Cadek). The old National Police doctrine was; Tata Tentrem Karta Raharja was reused, with the removal of the Sapta Marga. The doctrine is defined as fostering public order and security, and providing guarantees for the implementation of community activities, which have the aim of achieving welfare. The clan sapta and warrior oath were replaced with Tri Brata Catur Prasetya, which means the police are the main servants of the archipelago and the nation, exemplary citizens rather than the state, obliged to maintain the personal order of the community. Catur prasetya contains details of the soldier's loyalty to the country and its leader, ready to eliminate enemies of the state and society, glorify the country, and not bound to love for a wish.¹⁴

Meanwhile, Polri reform in the Cultural aspect includes changes in resource management, operational management, and supervisory systems that have nuances in cultural changes that are manifested in the form of excellent Polri services to the community. This is manifested by a pattern of changes in education and curriculum in accordance with the national education system. The ratio between the number of population and the number of police officers which is one of the important points also continues to be carried out by leading to the ideal ratio of the number of residents to police personnel. Changes in behavior in the implementation of the duties of National Police personnel are also emphasized on respect for human rights and ongoing democratization. This is reflected by including the curriculum on human rights questions, which is given from non-commissioned officers to officers.¹⁵ The same thing is also done in

¹⁴ Sibarani, Santhy M. et al. 2001. *Antara Kekuasaan dan Profesionalisme Menuju Kemandirian Polri*. Jakarta: PT. Dhramapena Multimedia. p. 51

¹⁵ Yunanto, Sri. et al. 2005. *Evaluasi Kolektif Reformasi Sektor Keamanan di Indonesia: TNI dan Polri*. Jakarta: The RIDEP Institute-FES

Brimob units, units that have the function of handling internal threats. Brimob, which is accused of practicing many patterns of militarism and committing human rights violations, has become a crucial point in internal reforms in the National Police. By increasing training on human rights and providing material related to excellent service for the community, it will further encourage the professionalism of the National Police with a civilian face.

In order for the strengthening of cooperation between the two institutions to be realized, it is expected to build an ideal pattern of cooperation and coordination, which is characterized by the following, including:

- a. Common understanding related to the application of various laws governing the maintenance of national security;
- b. Integration in carrying out early detection of potential security disturbances in the region;
- c. The preparation of a *Memorandum of Understanding* between the National Police and the TNI related to the pattern of security development;
- d. Implementation of integrated security in the regions;
- e. There is good cooperation with TNI in relation to peacebuilding;
- f. The National Police and TNI are actively involved by the government and legislature in the discussion of various laws and regulations concerning the maintenance of public security and order;
- g. Transparency and accountability are well manifested between the National Police and the TNI in carrying out efforts to maintain national security (Kamtibmas)
- h. The absence of sectoral egos in each agency in exercising their authority;
- i. There is good and intensive coordination in every implementation of security and public order.

In order for cooperation and coordination between the National Police and the TNI to create a synergistic relationship in

order to support the maintenance of national security can be realized, efforts can be made, including:

- a. The National Police in collaboration with the TNI mapped various problems that commonly arise in the maintenance of public order and peace;
- b. Polri collaborated with TNI to conduct a review of a number of legal products that could potentially create conflicts of authority in the maintenance of order and public order;
- c. The National Police periodically meets with the TNI, both formal and informal, to discuss regional security developments;
- d. Polri proposes that in every drafting of the Laws related to the order and order of the Polri and TNI communities be involved in its discussion;
- e. The National Police proposed to the TNI that each institution periodically notify every control operation/activity carried out by its officers in order to avoid the emergence of abuse of authority;

V. Conclusion

The culmination of the preceding discussion leads to a resolute conclusion: the concerted effort to elevate the professionalism of the Indonesian National Police entails a multi-faceted strategy operating at strategic, organizational, and programmatic levels. This intricate approach is devised to address the multifarious challenges that currently impede the realization of a more professional and effective police force.

At the strategic level, initiatives are designed to provide a comprehensive and forward-thinking framework for the Indonesian National Police. This involves the formulation of long-term plans and policies that strategically position the police force to meet evolving challenges. A strategic focus ensures that the force

is not merely reactive but is equipped with the foresight and adaptability required in today's dynamic socio-political landscape.

Moving down to the organizational level, the emphasis lies in restructuring and refining the internal mechanisms of the Indonesian National Police. This involves an introspective evaluation of existing structures, protocols, and operational methodologies. The objective is to streamline processes, enhance internal communication, and fortify the organizational infrastructure. A robust internal foundation is indispensable for cultivating a culture of professionalism and efficacy within the force. At the programmatic level, specific initiatives are implemented to address identified areas of improvement. This encompasses targeted programs aimed at skill development, capacity building, and fostering a culture of continuous learning within the Indonesian National Police. These programs are designed to enhance the competencies of officers, aligning their skill sets with the evolving demands of law enforcement in a contemporary context.

However, despite these concerted efforts, formidable obstacles persist, casting shadows over the trajectory of progress. Chief among these challenges is the enduring negative public perception of the National Police. This perception, often rooted in historical precedents or isolated incidents, poses a significant hurdle in fostering trust and collaboration between the police force and the communities it serves. Addressing this challenge necessitates not only a reevaluation of public relations strategies but also a genuine commitment to transparency and accountability.

Furthermore, the financial constraints faced by the Indonesian National Police present a tangible impediment to the implementation of programs aimed at strengthening cooperation. The lack of adequate budgetary allocations constrains the force's ability to invest in training, technology, and infrastructure crucial for enhancing professionalism. Overcoming this challenge

requires a concerted effort at both the governmental and organizational levels to secure the necessary resources for sustained improvements. Infrastructure deficiencies compound the financial challenges, restricting the effective implementation of cooperation-strengthening programs. Without a robust physical and technological infrastructure, the envisioned advancements in collaboration and efficiency remain elusive. Addressing this requires strategic investments in technology, facilities, and logistical support to empower the Indonesian National Police in fulfilling its mandate effectively.

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