

Critical Review of Police Performance in Upholding Law Enforcement and Human Rights in Indonesia

Riska Kurnia Ningsih, Hadi Tuasikal

Magister Hukum, Universitas Muhammadiyah Sorong, Papua, Indonesia
rizkakn167@gmail.com

Abstract

This study critically examines the effectiveness of the Indonesian National Police (Polri) in enforcing the law and protecting human rights (HAM), specifically within the framework of national legal instruments. Despite the established legal foundation, including Law No. 2 of 2002 on the Police and Regulation of the Chief of Police No. 8 of 2009, the persistent violations of human rights by police officers highlight significant implementation gaps. These violations have led to a notable decline in public trust, raising questions about the adequacy of current legal frameworks in ensuring the protection of human rights. The urgency of this research lies in identifying the systemic failures in Polri's performance, particularly the lack of consistent application of human rights principles in policing practices. By analyzing legal documents, case law, and reports from institutions such as Komnas HAM, this study reveals that the ineffective implementation of existing regulations, coupled with weak internal oversight and a culture of impunity, significantly hampers Polri's ability to uphold human rights. The findings contribute new insights into the disconnect between normative legal standards and their practical application, offering a nuanced understanding of the challenges in reforming law enforcement practices. To address these challenges, the study recommends strengthening legal training, enhancing monitoring mechanisms, and fostering a shift in organizational culture within Polri to ensure better compliance with human rights standards and restore public trust.

Keywords: Effectiveness; Human Rights; Police

1. INTRODUCTION

The Police Institution (Polri), as mandated in Article 13 of Law Number 2 of 2002 concerning the Republic of Indonesia Police, emphasizes that the Polri is a state instrument that is trusted to maintain peace and order, protect the community, and fulfill the needs of the community.¹ The Indonesian National Police, as a national law enforcer, certainly has the duties and authority to act as the vanguard in handling criminal acts and protecting the public from crimes that harm their basic rights.²

The Indonesian National Police as law enforcers and protectors of human rights has been regulated in Article 1 paragraph (3) of Regulation of the Chief of Police No. 8 of 2009 concerning the Implementation of Principles and Standards of Human Rights in the Implementation of Duties of the Republic of Indonesia National Police, that the Indonesian National Police is an apparatus authorized to maintain order, security, protect citizens, and provide services and protection in order to maintain domestic security. This regulation regulates the affirmation that police members do not violate human rights in carrying out

¹ Zainab Ompu Jainah, "Policy on Criminal Law Enforcement Against Illegal Drugs Syndicate Performers What Members of the Police of the Republic of Indonesia Done," *International Journal of Science and Society* 4, no. 3 (2022): 265–73, <https://doi.org/10.54783/ijssoc.v4i3.518>.

² Jainah.

their duties.³ The most crucial function of the police is law enforcement, because this function is a benchmark for the progress and decline of every nation, especially regarding human rights. If human rights are upheld in law enforcement, it can be said that Indonesia is a developed country.⁴ Police are often correlated with human rights. This cannot be separated from the police's duties, which often intersect with human rights and have been in the spotlight in recent years, especially in relation to how they carry out their mandate as law enforcers and guardians of society.⁵

According to Article 1(1) of Regulation of the Chief of Police No. 8/2009, HAM is defined as an inherent right of all humans as creations of God, which must be respected, upheld, and protected by the state, law, government, and every individual. Issued on June 22, 2009, the regulation provides guidelines for the police to promote, defend, and respect HAM in Indonesia.⁶ With this regulation, several practices once common among Indonesian National Police members are now prohibited, requiring them to respect human rights. This includes safeguarding human dignity, acting fairly without discrimination, maintaining politeness, upholding religious, ethical, and moral standards, and respecting local customs that comply with the law and human rights.⁷

Through the implementation of the Regulation, the National Police is trying to change its image, which has been militaristic. To maintain control and guarantee that the police do not abuse human rights in law enforcement. Regarding law enforcement, Soerjono Soekanto is of the opinion that there are two crucial things in law enforcement, namely: first, the law enforcer itself, and second, the law it. Both are so crucial that they cannot be ignored.⁸ Therefore, in carrying out its duties, the Police need responsible, innovative and professional human resources to achieve its goals.

In the context of carrying out its duties, the Police must be based on human rights and the law. In other words, to prevent unwanted behavior, the Police must act professionally and adhere to a code of ethics.⁹ This is in line with Barda Nawawi Arief, who stated that the

³ Rudy Kosasih Marlin Sembiring and Halimah, "Peran Kepolisian Negara Republik Indonesia Dalam Penerapan Sistem Peradilan Pidana," *Jurnal Ilmu Kepolisian* 17, no. 3 (2023): 1–17, <https://doi.org/10.35879/jik.v17i3.416>.

⁴ Hadi Winarno, Bahrul Amiq, and Wahyu Prawesthi, "Law Enforcement on Drug Abuse Perpetrators Committed By Indonesian Policemen," *IUS POSITUM: Journal Of Law Theory And Law Enforcement* 2, no. 2 (2023): 16–29, <https://doi.org/10.56943/jlte.v2i2.281>.

⁵ Yusuf Saefudin et al., "Police and Law Enforcement of Domestic Violence Crimes Based on Human Rights in Indonesia," *Khazanah Hukum* 6, no. 2 (2024): 134–44, <https://doi.org/10.15575/kh.v6i2.34357>.

⁶ Lia Nurhasanah, "Efektivitas Peraturan Kepala Kepolisian Negara Republik Indonesia Nomor 8 Tahun 2009 Dalam Perspektif HAM," *Jurnal Hukum Dan HAM Wicarana* 3, no. 8 (2024): 47–60.

⁷ Nurhasanah.

⁸ Wicipto Setiadi, "Penegakan Hukum: Kontribusinya Bagi Pendidikan Hukum Dalam Rangka Pengembangan Sumber Daya Manusia," *Jurnal Majalah Hukum Nasional* 48, no. 2 (2018): 1–22.

⁹ I Putu Agus Nugraha, Mulyadi, and Saddam Husein Rangkuti, "Implementasi Prinsip Dan Standar Hak Asasi Manusia Dalam Penyelenggaraan Tugas Kepolisian," *Karimah Tauhid* 3, no. 4 (2024): 5021–35, <https://doi.org/10.30997/karimahtauhid.v3i4.13012>.

Police carry out two roles in carrying out their duties: first, as a law enforcement agency, second, as a social worker in relation to social and communal problems.¹⁰

But in fact, the condition of the discipline and professionalism of the Police is currently starting to decline. This situation is starting to attract the attention of the wider community. The reason is, Atnike Nova Sigiros as the Chairperson of the National Human Rights Commission said that in 2024 there were 663 complaints of human rights violations involving the Police.¹¹ The violent incidents committed by the Police resulted in 759 injured victims and 38 fatalities. In the KontraS media records, 35 extrajudicial killings were documented, killing 37 people, an increase in the number of incidents compared to the previous year.¹²

Based on the data, the problems arise not only from individual actions but also from systemic issues, particularly the culture of "brutality" within the police force. If not addressed, these incidents will continue to damage Polri's reputation and erode public trust. Consequently, human rights violations by Polri members cast doubt on the effectiveness of their performance. The dynamic between normative concepts and rule implementation, *das sollen* versus *das sein*, highlights that the true spirit of the law should drive its goals. Therefore, this article aims to assess the effectiveness of Polri's performance as law enforcers and protectors of human rights in Indonesia, particularly in relation to the legal frameworks that have been established but remain inadequately implemented.

The urgency of this research arises from the critical need to evaluate why the existing legal instruments, such as Law No. 2 of 2002 and Perkap No. 8/2009, have failed to be effectively implemented, despite being in place for years. The rising public complaints and the continued human rights violations committed by police officers highlight the gap between legal regulations and actual practice. Although prior research has explored various aspects of police performance, this study fills a significant gap by critically examining the practical challenges in applying these legal frameworks and identifying systemic issues such as weak oversight mechanisms, the persistence of impunity, and the lack of human rights education among officers.

The urgency of this study lies in addressing the research gap regarding the systemic causes of human rights violations within the police force, an area that has not been fully addressed in previous research. First, Christmas and Angelina's research addresses the role of police in upholding democratic values, focusing on their effectiveness during public

¹⁰ Barda Nawawi, *Reformasi Sistem Peradilan (Sistem Penegakan Hukum Di Indonesia)* (Semarang: Badan Penerbit Universitas Diponegoro, 2017).

¹¹ Martin Yogi Pardamean, "Komnas HAM: Polisi Paling Banyak Diadukan Soal Dugaan Pelanggaran HAM," *Tempo.co*, 2024.

¹² KontraS, "Laporan Hari Bhayangkara 2024 : 'Reformasi Polisi Tinggal Ilusi,'" KontraS, 2024.

demonstrations.¹³ While highlighting shortcomings in preventive measures and education on democratic practices, the study overlooks the institutional and legal aspects, particularly the implementation of human rights standards in law enforcement. Second, Nasir Said et al.'s research on Propam's role in enforcing discipline among Polri members primarily focuses on individual misconduct, missing a comprehensive analysis of legal frameworks such as Perkap No. 8/2009, which governs human rights protection within Polri.¹⁴ Third, Setiaji and Ibrahim's work critiques the gap between progressive law and formalistic positive law, yet it does not address the practical challenges of applying Perkap No. 8/2009 within Polri, particularly regarding human rights enforcement.¹⁵ Unlike these studies, this research fills the gap by providing an in-depth evaluation of how Polri fails to effectively implement human rights principles as mandated by the law, highlighting the lack of systemic enforcement, weak oversight, and cultural issues that contribute to ongoing violations. Therefore, this study seeks to bridge the gap in understanding the practical challenges in Polri's implementation of human rights regulations, contributing new insights into the systemic inefficiencies and institutional hurdles that undermine law enforcement and human rights protection in Indonesia.

In light of these gaps, this study aims to assess the effectiveness of the Indonesian police's performance in both enforcing the law and protecting human rights (HAM). The main focus of this study is to explore the extent to which the police have succeeded in bridging the gap between the concept of human rights law and its practical application in Indonesia, and to evaluate the legal basis for police performance as law enforcers and protectors of human rights. Also, this study will analyze the effectiveness of police practices in law enforcement and human rights protection by addressing a significant research gap in the literature regarding the alignment between legal norms and actual police performance in this area.

2. METHOD

This research employs a normative legal methodology, primarily relying on a literature review to evaluate police performance in law enforcement and human rights (HAM) protection in Indonesia.¹⁶ The study incorporates several approaches, including the legislative approach, conceptual approach, and case approach. The legislative approach

¹³ Sandy Kurnia Christmas and Piramitha Angelina, "Efektivitas Kepolisian Sebagai Lembaga Rule of Law Dalam Mengemban Nilai-Nilai Demokrasi," *Tanjungpura Law Journal* 6, no. 1 (2022): 14, <https://doi.org/10.26418/tlj.v6i1.46572>.

¹⁴ Muhammad Nasir Said, Faisal Malik, and Rusdin Alauddin, "Efektivitas Kinerja Penyidik Profesi Dan Pengamanan (Propam) Dalam Upaya Penegakan Disiplin Polri Di Polda Maluku Utara," *Syntax Literate ; Jurnal Ilmiah Indonesia* 7, no. 2 (2022): 2407–21.

¹⁵ Mukhamad Luthfan Setiaji and Aminullah Ibrahim, "Kajian Hak Asasi Manusia Dalam Negara the Rule of Law: Antara Hukum Progresif Dan Hukum Positif," *Lex Scientia Law Review* 1, no. 1 (2017): 69–80, <https://doi.org/10.15294/lesrev.v1i01.19483>.

¹⁶ Titi Mahira A'dawiyah and Anang Dony Irawan, "The Dynamics of the Opposition and Coalition Parties within the Indonesian Pancasila Democratic System," *Media of Law and Sharia* 4, no. 3 (2023): 184–201.

involves analyzing relevant legal provisions such as Law No. 2 of 2002 on the Indonesian National Police, Perkap Number 8 of 2009, Law No. 39 of 1999 on Human Rights, and other pertinent regulations.¹⁷ The conceptual approach is used to examine basic theories and concepts regarding law enforcement, police authority, and human rights protection. The case approach aims to analyze concrete examples of human rights violations involving the police, both through court decisions and investigative reports from institutions such as Komnas HAM or Amnesty International.¹⁸

This research is sourced from primary, secondary, and tertiary legal materials.¹⁹ Data were collected through literature study techniques, which were carried out by deeply reviewing various literature, legal documents, and relevant reports. Documentation was carried out by recording, organizing, and documenting data obtained from primary, secondary, and tertiary sources to facilitate the analysis process. The gathered data were subsequently analyzed using descriptive analysis techniques. The analysis process begins by describing legal regulations, theoretical concepts, and relevant cases. In addition, the evaluation of police performance was conducted by contrasting the normative standards set in positive law with real-world practices related to law enforcement and human rights protection by the police in Indonesia.

3. RESULTS AND DISCUSSION

3.1 The Concept of Human Rights in Indonesia

Human rights (HAM) are inherent rights that every individual possesses by virtue of being human, regardless of differences in nationality, culture, religion, or political views.²⁰ These rights are not granted by society, government, or law but are intrinsic to every person, stemming from the dignity of humans as rational beings with moral awareness. In Indonesia, human rights are recognized and protected by Law No. 39 of 1999, which emphasizes that these rights cannot be removed and are tied to the dignity of humans as creations of God.²¹ This legislation demonstrates Indonesia's dedication to international human rights norms, in line with agreements such as the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and

¹⁷ Yulianus Rettoblaut and Ramlani Lina Sinaulan, "Freedom of Speech According to The Indonesian Legal System," *International Journal Of Research And Innovation In Social Science (IJRISS)* 7, no. 2 (2023): 837–41, <https://doi.org/10.47772/IJRISS>.

¹⁸ Sunday Kahindi Nzai and Kibaba Makokha, "Security Governance And Law Enforcement By The National Police: Case Of Nairobi City County, Kenya," *Journal International Social Science Dan Humanities* 5, no. 1 (2024): 1–22.

¹⁹ Achmad Irwan Hamzani et al., "Legal Research Method: Theoretical and Implementative Review," *International Journal of Membrane Science and Technology* 10, no. 2 (2023): 3610–19, <https://doi.org/10.15379/ijmst.v10i2.3191>.

²⁰ Iskandar Iskandar and Nursiti Nursiti, "Peran Organisasi Internasional Dan Regional Dalam Penyelesaian Pelanggaran Hak Asasi Manusia Perdagangan Orang Di Indonesia," *Jurnal HAM* 12, no. 3 (2021): 385, <https://doi.org/10.30641/ham.2021.12.385-404>.

²¹ Muannif Ridwan, Suhar AM, and Ishaq, "Ideal Formulation of Human Rights Regulation in Indonesia," *Ilomata International Journal of Social Science* 4, no. 4 (2023): 537–47, <https://doi.org/10.52728/ijss.v4i4.814>.

Cultural Rights (ICESCR). Additionally, the 1945 Constitution of Indonesia incorporates these rights, confirming their universal applicability.²²

However, despite the clear legal and philosophical framework, the implementation of human rights protection by the Indonesian National Police (Polri) remains problematic. Polri, as a state institution, is tasked with enforcing the law while ensuring respect for human dignity and the protection of basic rights.²³ Yet, there is a disconnect between the normative frameworks and the actual practices observed within the police force. The lack of consistent application of human rights principles in law enforcement, particularly in sensitive areas such as the use of force and the treatment of suspects, has contributed to repeated violations and a decline in public trust. The challenge lies not only in the legal recognition of human rights but also in ensuring that police actions align with these principles in practice.

Furthermore, cultural and institutional factors within Polri, such as the persistence of a militaristic culture and a lack of comprehensive human rights training, exacerbate this issue.²⁴ The failure to effectively implement regulations like Perkap No. 8/2009, which mandates human rights standards in policing, highlights the gap between legal ideals and practical realities. The objective of this study is to evaluate how systemic issues within Polri impede the effective protection of human rights and to suggest solutions for ensuring that the role of the police is consistent with the human rights obligations established in both national and international law.

3.2 Legal Basis for Police Performance as Law Enforcers and Human Rights Protectors

The police's duties are not limited to law enforcement alone, but also include moral and legal responsibility to protect human rights (HAM).²⁵ In every action and decision taken, the police must always prioritize the fundamental principle of respecting human rights, ensuring that the basic rights of every individual, such as the right to freedom, security and fair treatment, are guaranteed.²⁶

²² Suparman Marzuki, *Tragedi Politik Hukum Dan HAM* (Yogyakarta: PUSHAM UII, 2011).

²³ Majda El Muhtaj and M. Fahmi Siregar, "Human Rights Education & Policing in Indonesia: A Case Study of the Regional Police of North Sumatra," *Journal of Human Rights and Peace Studies* 4, no. 2 (2018): 383–424.

²⁴ Nigel D. White et al., *Blurring Public and Private Security in Indonesia: Corporate Interests and Human Rights in a Fragile Environment*, *Netherlands International Law Review*, vol. 65 (Springer International Publishing, 2018), <https://doi.org/10.1007/s40802-018-0107-8>.

²⁵ Rusman Sumadi, "Praperadilan Sebagai Sarana Kontrol Dalam Melindungi Hak Asasi Manusia (HAM) Tersangka," *Jurnal Hukum Sasana* 7, no. 1 (2021): 149–62, <https://doi.org/10.31599/sasana.v7i1.597>.

²⁶ Ricky Septian Fernando et al., "Analisis Yuridis Peran Dan Fungsi Polri Dalam Hal Penanggulangan Tindak Pidana Pencabulan Untuk Mewujudkan Penegakan HAM (Studi Penelitian Di Polresta Barelang Kota Batam)," *JERUMI: Journal of Education Religion Humanities and Multidisciplinary* 1, no. 2 (2023): 301–14, <https://doi.org/10.57235/jerumi.v1i2.1354>.

In carrying out its duties, the police not only function as a state tool to enforce the law, but also as a protector of human values.²⁷ The Indonesian National Police plays a role as a guardian of human rights by ensuring that the law enforcement process does not violate the rights of individuals, whether suspects, victims, or the wider community. This role requires a high level of professionalism, supported by integrity, in-depth knowledge of law and human rights, and a fair and impartial attitude. Therefore, police performance must be based on strong and clear legal regulations to ensure that every action taken is in accordance with the principles of justice, transparency, and accountability. This is important so that the police can carry out their duties while maintaining public trust.²⁸

In Indonesia, the main legal basis that serves as a guideline in regulating police performance is Law No. 2 of 2002 on the National Police of the Republic of Indonesia.²⁹ The regulation offers a comprehensive and explicit legal framework outlining the duties, authority, and responsibilities of the Police as an institution entrusted with maintaining public order and safety, enforcing laws, and providing protection, assistance, and services to the community. The articles of the law emphasize that the Police's role is not only focused on law enforcement but also on safeguarding human rights (HAM) as a core value in fulfilling its duties.

The Police Law underscores that in performing its duties and exercising its authority, the Police must act professionally, proportionally, and based on the supremacy of law. These principles reflect the importance of the police as a state institution that has great responsibility not only for law enforcement, but also for maintaining basic human values.³⁰ In this context, the Indonesian National Police are expected to be able to carry out their duties while respecting and protecting the basic rights of every individual, including the right to fair treatment, the right to security, and the right to be free from discriminatory or arbitrary actions. These three principles are an important foundation for the Indonesian National Police to build public trust in the police institution.³¹

However, the legal framework, while comprehensive, faces significant challenges in terms of its effective implementation. Despite the clear guidelines in the Police Law, several

²⁷ Husni Tamrin, "Menyoal Kedudukan Polri Dalam Sistem Ketatanegaraan Indonesia Sebagai Negara Demokrasi," *Jurnal Legalitas (JLE)* 1, no. 01 (2023): 125–35, [https://doi.org/10.58819/jurnallegalitas\(jle\).v1i01.61](https://doi.org/10.58819/jurnallegalitas(jle).v1i01.61).

²⁸ Tamrin.

²⁹ Putu Heri Sukarnita and I Nyoman Surata, "Peranan Profesi Dan Pengamanan Dalam Penegakan Kode Etik Kepolisian Berdasarkan Undang-Undang Nomor 2 Tahun 2002 Tentang Kepolisian Negara Republik Indonesia Di Kepolisian Resor Buleleng," *Kertha Widya* 8, no. 1 (2021): 38–66, <https://doi.org/10.37637/kw.v8i1.638>.

³⁰ Muhammad Arif, "Tugas Dan Fungsi Kepolisian Dalam Perannya Sebagai Penegak Hukum Menurut Undang-Undang Nomor 2 Tahun 2002 Tentang Kepolisian," *Al-Adl: Jurnal Hukum* 13, no. 1 (2021): 91–101, <https://doi.org/10.31602/al-adl.v13i1.4165>.

³¹ Muhammad Yunus Idy, "Law Enforcement Against Members of The Indonesian National Police Commit Crimes," *Substantive Justice International Journal of La* 5, no. 2 (2022).

factors hinder the effective execution of these regulations.³² The reality is that the application of these principles often falls short, especially in high-pressure situations or when police officers are confronted with critical incidents. This gap between regulation and implementation points to a systemic issue that needs to be addressed.

One such challenge is the inadequate training and oversight mechanisms that leave room for abuse or misinterpretation of the regulations. For instance, the use of force, as regulated in Perkap 8/2009, is often not adhered to in practice. The recent tragic incident at the Kanjuruhan Stadium, where police officers allegedly used excessive force, is a prime example of how the regulations on the use of force were not applied correctly.³³ This led to the loss of lives and has raised serious concerns about the police's commitment to human rights. This incident shows that despite having detailed legal frameworks, the lack of effective monitoring and accountability has resulted in severe violations.

One such challenge is the inadequate training and oversight mechanisms that leave room for abuse or misinterpretation of the regulations. For instance, the use of force, as regulated in Perkap 8/2009, is often not adhered to in practice. The recent tragic incident at the Kanjuruhan Stadium, where police officers allegedly used excessive force, is a prime example of how the regulations on the use of force were not applied correctly.³⁴ This led to the loss of lives and has raised serious concerns about the police's commitment to human rights. This incident shows that despite having detailed legal frameworks, the lack of effective monitoring and accountability has resulted in severe violations.

Furthermore, while human rights are highlighted in the regulations, their actual implementation remains inconsistent. For example, the failure to protect basic human rights during crowd control or during arrests is evident in several documented cases of police misconduct. According to data from Komnas HAM, there are multiple instances where police actions, such as torture or unlawful detention, have occurred despite the existence of regulations that should prevent such actions. This highlights the need for a more rigorous evaluation of the enforcement of human rights protections within the police force.

In addition to this, there is a lack of an adequate mechanism for accountability. While internal and external monitoring institutions exist, their effectiveness remains questionable. Cases like the Kanjuruhan tragedy emphasize the importance of effective oversight in ensuring that police actions comply with both legal and ethical standards. The National Police must ensure that these mechanisms are not only in place but also rigorously enforced to prevent abuses of power.

³² Tom R. Tyler, Phillip Atiba Goff, and Robert J. MacCoun, "The Impact of Psychological Science on Policing in the United States: Procedural Justice, Legitimacy, and Effective Law Enforcement," *Psychological Science in the Public Interest* 16, no. 3 (2015): 75–109, <https://doi.org/10.1177/1529100615617791>.

³³ Jacqui Baker, "Reformasi Reversal: Structural Drivers of Democratic Decline In Jokowi's Middle-Income Indonesia," *Bulletin of Indonesian Economic Studies* 59, no. 3 (2023): 341–64, <https://doi.org/10.1080/00074918.2023.2286020>.

³⁴ Baker.

The police's role as protectors of human rights is undeniable, but it must be consistently evaluated and challenged to ensure that these principles are more than just legal formalities. To strengthen this, it is critical to introduce a more critical approach to the effectiveness of these legal frameworks, as well as an honest reflection on the police's ability to uphold human rights in all aspects of their duties.

To address these shortcomings, it is essential that the Indonesian National Police review and improve its training programs, oversight systems, and accountability measures. The police force must build a stronger culture of respect for human rights and ensure that every member of the force is thoroughly educated in both legal principles and ethical conduct. This will not only improve the performance of the police but also increase public trust and help prevent future violations.

3.3 Effectiveness of Police Performance in Law Enforcement and Human Rights Protection in Indonesia

The evolution of law and policy in Indonesia always strives to achieve legal effectiveness by paying attention to the protection of human rights.³⁵ In examining the effectiveness of law, Soerjono Soekanto identifies five key factors. First, the legal factor itself underscores the importance of how legislation is implemented, linking legal effectiveness not only to the mindset of law enforcement officers, such as judges, prosecutors, police, and legal counsel, but also to the often-overlooked aspects of legal socialization, as highlighted by Romli Atmasasmita. Second, the law enforcement factor emphasizes that the performance of written laws depends on having reliable officers who demonstrate both professional competence and a sound mentality. Third, the facility factor points out that adequate facilities and communication tools are essential for law enforcement officers to fulfill their responsibilities effectively. Fourth, community factors are critical, as the public's knowledge and understanding of enforced laws serve as a benchmark for effective law enforcement, necessitating robust legal education and socialization. Finally, cultural factors remind us that for law enforcement to be successful, legal rules must align with the community's customs and traditions, ensuring that regulations are both relevant and accepted.³⁶

The Indonesian National Police (Polri) stands as one of the main pillars in maintaining public order, enforcing the law, and protecting human rights (HAM).³⁷ In a democratic country like Indonesia, the police are not only tasked with enforcing the rule of law but must also be able to carry out their duties by prioritizing the values of justice, transparency,

³⁵ Syahriza Alkohir Anggoro, "Rule of Law, Neoliberalisme Dan Proyek Reformasi Hukum World Bank: Perspektif Critical Legal Studies," *Jurnal Hukum & Pembangunan* 50, no. 1 (2020): 267–83, <https://doi.org/10.21143/jhp.vol50.no1.2502>.

³⁶ Soerjono Soekanto, *Faktor-Faktor Yang Mempengaruhi Penegakan Hukum* (Jakarta: Raja Grafindo Persada, 2014).

³⁷ Fernando et al., "Analisis Yuridis Peran Dan Fungsi Polri Dalam Hal Penanggulangan Tindak Pidana Pencabulan Untuk Mewujudkan Penegakan HAM (Studi Penelitian Di Polresta Barelang Kota Batam)."

and respect for human dignity.³⁸ The effectiveness of police performance in carrying out this role is an important benchmark for the public to assess the extent to which the National Police institution can meet public expectations and carry out the constitutional mandate.

Law enforcement in Indonesia is a complex task because it involves various aspects, such as cultural diversity, socio-economic differences, and geographical challenges.³⁹ In this context, the Police are required to be able to adapt to the existing dynamics without sacrificing the principles of law and human rights. The effectiveness of the Police's performance can be seen from the extent to which they are able to handle legal cases, ranging from minor crimes to serious crimes such as corruption, terrorism, and human trafficking, with fair and transparent procedures.⁴⁰ For example, in handling criminal acts, the Police must ensure that every step, from investigation, arrest, to prosecution, is carried out in accordance with applicable legal procedures, without arbitrary action or violating the suspect's rights.

In terms of human rights protection, the Indonesian National Police has a major responsibility to ensure that the basic rights of every individual, whether as a victim, perpetrator, or member of the general public, are respected and protected.⁴¹ One of the main challenges in this task is maintaining a balance between the need to enforce the law and the obligation to protect human rights.⁴² For example, in situations of handling demonstrations or social conflicts, the Police must ensure that the use of force is carried out proportionally, not excessively, and in accordance with established procedures. Failure to apply this principle will not only damage public trust in the Police but can also have legal consequences for the institutions and individuals involved.

A striking example of the failure to balance law enforcement with human rights protection is the recent tragedy at the Kanjuruhan stadium in Malang, East Java. In this incident, the use of excessive force by the police during a soccer match led to the deaths of over 130 people and hundreds more were injured. The incident has sparked widespread outrage and highlighted the lack of proportionality in the police's use of force. This case exemplifies the gap between legal regulations and their actual implementation, with critics pointing out that police actions violated not only the law but also basic human rights principles.

³⁸ Danny Singh, "The Causes of Police Corruption and Working towards Prevention in Conflict-Stricken States," *Laws* 11, no. 5 (2022): 1–19, <https://doi.org/10.3390/laws11050069>.

³⁹ Arief Gunawan and Andri Winjaya Laksana, "Effectiveness of Law Enforcement in Investigation of Criminal Acts of Corruption," *RLJ; Ratio Legis Journal* 2, no. 2 (2023): 765–73.

⁴⁰ Aam Ammar Halim and Robi Mahludi, "Effectiveness of Police Members in Sukabumi Resort," *DIA; Jurnal Administrasi Publik* 20, no. 2 (2022): 302–11.

⁴¹ Saefudin et al., "Police and Law Enforcement of Domestic Violence Crimes Based on Human Rights in Indonesia."

⁴² Nugraha, Mulyadi, and Rangkuti, "Implementasi Prinsip Dan Standar Hak Asasi Manusia Dalam Penyelenggaraan Tugas Kepolisian."

The effectiveness of police performance is highly dependent on the extent to which the Police can build public trust, especially in light of the recent decline in public confidence. This trust is not only related to the ability of the Police to resolve legal cases, but also to how the Police interact with the public on a daily basis.⁴³ In this case, a humanistic and community-based approach is key. Programs such as Polmas (Community Police), which aim to bring the police closer to the community, as well as increase community participation in maintaining security, are examples of efforts that can support the effectiveness of Polri's performance. With this approach, the community does not only see Polri as law enforcers, but also as partners who are ready to help and protect.

No less important, the effectiveness of Polri's performance in enforcing the law and protecting human rights is greatly influenced by the quality of its human resources (HR). Polri must ensure that every personnel member has competence, integrity, and a good understanding of the law and human rights. Continuous education and training are one way to improve the quality of Polri's HR. This training not only covers technical aspects such as the use of weapons or conflict management, but also includes a deep understanding of human rights values and professional ethics.⁴⁴ With trained and integrity-based personnel, the Police can be more effective in carrying out their duties while minimizing the potential for violations.

Another challenge that affects the effectiveness of police performance is supervision and accountability.⁴⁵ In this context, the Indonesian National Police must be subject to strict oversight mechanisms, both from within the institution and from external parties such as the National Police Commission (Kompolnas), legislative bodies, and civil society. These oversight mechanisms aim to ensure that the Indonesian National Police work in accordance with established legal regulations and standards. In addition, transparency in reporting and evaluating performance is also an important element in building accountability. With effective oversight, the Indonesian National Police can not only improve their performance but can also strengthen public trust in the police institution.⁴⁶

The effectiveness of police performance in law enforcement and human rights protection in Indonesia is a reflection of the extent to which the Police are able to carry out their duties professionally, transparently, and oriented towards the interests of the community. Although the Police face various challenges, including limited resources and the complexity of social problems, efforts to continue to improve the quality of

⁴³ Halim and Mahludi, "Effectiveness of Police Members in Sukabumi Resort."

⁴⁴ Kadek Agung Uliana et al., "Pendidikan Dan Pelatihan Dalam Peningkatan Kinerja Di Bagian Sdm Kepolisian Daerah Sulawesi Utara," *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 10, no. 2 (2022): 1161–70, <https://doi.org/10.35794/emba.v10i2.41375>.

⁴⁵ Hendri Tauhid, Zainal Abidin Pakpahan, and Nimrot Siahaan, "Tantangan Kepolisian Dalam Penanggulangan Tindakan Premanisme Pada Kejahatan Jalanan (Street Crime)," *Jurnal Usm Law Review* 7, no. 2 (2024): 986–1005.

⁴⁶ Mochammad Nasser, "Peran Komisi Kepolisian Nasional Dalam Pengawasan Fungsional Polri," *Jurnal Hukum Sasana* 7, no. 1 (2021): 96–116.

performance, strengthen institutional integrity, and uphold human rights values must remain a priority.⁴⁷

However, despite these regulations and efforts, the implementation of human rights protection is still ineffective, as evidenced by the increasing number of human rights violations reported by Komnas HAM and other monitoring bodies. Data from Komnas HAM currently shows a decline in police professionalism and discipline. This has made the wider community pay attention to this issue. The reason is, Komnas HAM Chair Atnike Nova Sigiuro said that during 2022, 3,190 complaints were received from the public. The agency that was most complained about was the Police, which was around 27% or 861 complaints.⁴⁸ In 2023, Komnas HAM once again reported instances of human rights violations by the Police. Atnike Nova Sigiuro mentioned that there were 771 complaints of human rights violations committed by the Police. In 2024, the number of complaints dropped to 663.⁴⁹

Although there has been a decrease in the number of complaints of Human Rights (HAM) violations committed by the Police, this cannot be used as an indicator that fully describes the effectiveness of human rights protection in the institution. The decrease in the number of complaints can be caused by various factors, such as public distrust of the complaint mechanism, fear of intimidation, or lack of socialization regarding reporting procedures. In addition, the reality on the ground shows that there are still many human rights violations committed by the Police, both in the form of excessive violence, arbitrary actions, and abuse of authority in law enforcement. In fact, as an institution whose main task is to maintain public security and order, the Police should be at the forefront in upholding and protecting the basic rights of every citizen. Therefore, although there has been a decrease in the number of complaints, it does not imply that human rights violations by the Police have decreased substantially or that the human rights protection system has been running effectively.

The significant number of Human Rights (HAM) violations committed by the Indonesian National Police (Polri) has had a significant impact on the level of public trust in this institution. Various reports show that Polri is often involved in various forms of violations, ranging from excessive violence when securing demonstrations, torture during the investigation process, disproportionate use of firearms, to cases of mistaken arrests and fabricated cases that are detrimental to the community. This condition has caused the public to be increasingly skeptical of the professionalism and integrity of Polri as an institution that should serve and protect the community. As a consequence of these various cases, the level

⁴⁷ Said, Malik, and Alauddin, "Efektivitas Kinerja Penyidik Profesi Dan Pengamanan (Propam) Dalam Upaya Penegakan Disiplin Polri Di Polda Maluku Utara."

⁴⁸ Edna Caroline Pattisina, "Polri Kembali Paling Banyak Diadukan Melanggar HAM," Kompas.Com, 2023.

⁴⁹ Novianti Setuningsih, "Komnas HAM: Polri Pihak Yang Paling Banyak Diadukan Terkait Dugaan Pelanggaran HAM," Kompas.Com, 2024.

of public trust in Polri tends to be lower compared to other law enforcement institutions, such as the prosecutor's office and the courts. This can be seen from a survey that measures public perception of law enforcement institutions, as follows:

Table 1: Indonesian Public Trust Data on Law Enforcement Institutions

No	Data Name	Presentation
1	Prosecutor's Office	72%
2	Court	71%
3	Corruption Eradication Commission	71%
4	Indonesian National Police	64%

Source: Indonesian Survey Institute (Indonesian Survey Institute "LSI survey release 01 March 2023").

Based on the data listed in Table 1, it can be concluded that the level of public trust in the Indonesian National Police (Polri) is still at its lowest position compared to other law enforcement institutions, with a proportion of only 64%. This figure shows that despite various reform efforts within the Polri, in reality, there are still many challenges that must be faced in increasing public trust. This low level of trust is inseparable from the various cases of Human Rights (HAM) violations that continue to occur, both on a small scale and in the form of major tragedies that attract national and international attention.

In this study, the data presented in Table 1 and various relevant human rights violation tragedies further strengthen the conclusion that The Chief of Police Regulation (Perkap) No. 8 of 2009, regarding the implementation of human rights principles and standards in police duties, has not been effectively enforced. Although this regulation explicitly stipulates that every member of the Police in carrying out their duties must be based on human rights principles, the reality in the field shows that this rule is still often ignored or applied inconsistently. One of the main factors causing the ineffective implementation of Perkap No. 8/2009 is the lack of understanding of police members regarding human rights concepts and regulations.

This lack of understanding has resulted in the emergence of various repressive actions that are contrary to human rights principles in the law enforcement process. Many police officers still use violence as the main method in resolving conflicts or maintaining order, without considering the aspects of legality and proportionality. In addition, there is still a culture of impunity that is rooted in the National Police, where violations committed by members are often not dealt with firmly or only given light sanctions. As a result, cases of human rights violations involving police officers continue to recur without any significant deterrent effect.

This situation further worsens the public perception of the National Police and makes the public increasingly skeptical of reform efforts in the institution. In fact, as the vanguard in upholding public security and order, the National Police should be an institution that upholds human rights principles and ensures that every law enforcement action is carried

out professionally, fairly, and in accordance with applicable provisions. Therefore, to increase the effectiveness of the implementation of human rights protection, concrete steps are needed, such as increasing training for police members on human rights, strengthening internal and external monitoring systems, and enforcing stricter sanctions against officers who are proven to have committed violations. Without fundamental changes in the system and work culture within the National Police, it is difficult for this institution to restore public trust and prove its commitment to enforcing laws that are just and oriented towards protecting human rights.

On that basis, this shows that the problems that arise do not only occur in one person or one individual, but also occur in a system, especially the culture of "brutality" that exists within the police force, as shown by the phenomenon of a significant increase in public complaints against the Police for violating human rights as stated in table 1. Similar incidents will continue to occur and will inevitably damage the good name of the Police institution and reduce public trust in the Police if this problem is not immediately fixed by the ranks of the Police.

The main factors contributing to the ineffectiveness of police performance in upholding human rights are the insufficient understanding of human rights among police officers, the lack of firm accountability for violations, and the pervasive culture of impunity. These factors not only undermine the rule of law but also cause significant harm to public trust in the Police. To address this, the National Police must prioritize reform by implementing comprehensive training on human rights, strengthening both internal and external oversight mechanisms, and ensuring that officers who violate human rights face severe and consistent penalties. Without these fundamental changes in both policy and police culture, the National Police will struggle to restore its legitimacy and fulfill its role as a protector of human rights and public order.

4. CONCLUSION

The Indonesian National Police's (Polri) performance in upholding law enforcement and protecting human rights remains ineffective, as evidenced by the persistent human rights violations and the resulting decline in public trust. Despite legal frameworks such as Perkap No. 8/2009, the implementation of human rights protections has been inconsistent, with a lack of understanding among officers about human rights principles and weak internal oversight mechanisms. This failure reflects a deeper issue within Polri's organizational culture, where violations often go unpunished, undermining the legitimacy of the institution. The study highlights the gap between normative legal provisions and actual practices, revealing the need for comprehensive training on human rights, stronger monitoring mechanisms, and a shift towards a more transparent, community-oriented approach to policing. These reforms are essential to restoring public trust and ensuring that Polri effectively upholds the law while protecting citizens' rights.

REFERENCES

- A'dawiyah, Titi Mahira, and Anang Dony Irawan. "The Dynamics of the Opposition and Coalition Parties within The Indonesian Pancasila Democratic System." *Media of Law and Sharia* 4, no. 3 (2023): 184–201.
- Anggoro, Syahriza Alkohir. "Rule of Law, Neoliberalisme Dan Proyek Reformasi Hukum World Bank: Perspektif Critical Legal Studies." *Jurnal Hukum & Pembangunan* 50, no. 1 (2020): 267–83. <https://doi.org/10.21143/jhp.vol50.no1.2502>.
- Arif, Muhammad. "Tugas Dan Fungsi Kepolisian Dalam Perannya Sebagai Penegak Hukum Menurut Undang-Undang Nomor 2 Tahun 2002 Tentang Kepolisian." *Al-Adl: Jurnal Hukum* 13, no. 1 (2021): 91–101. <https://doi.org/10.31602/al-adl.v13i1.4165>.
- Baker, Jacqui. "Reformasi Reversal: Structural Drivers of Democratic Decline In Jokowi's Middle-Income Indonesia." *Bulletin of Indonesian Economic Studies* 59, no. 3 (2023): 341–64. <https://doi.org/10.1080/00074918.2023.2286020>.
- Christmas, Sandy Kurnia, and Piramitha Angelina. "Efektivitas Kepolisian Sebagai Lembaga Rule of Law Dalam Mengemban Nilai-Nilai Demokrasi." *Tanjungpura Law Journal* 6, no. 1 (2022): 14. <https://doi.org/10.26418/tlj.v6i1.46572>.
- Fernando, Ricky Septian, Idham Idham, Harry Kurniawan, Fadlan Fadlan, and Christiani Prasetyasari. "Analisis Yuridis Peran Dan Fungsi Polri Dalam Hal Penanggulangan Tindak Pidana Pencabulan Untuk Mewujudkan Penegakan HAM (Studi Penelitian Di Polresta Bareleng Kota Batam)." *JERUMI: Journal of Education Religion Humanities and Multidisciplinary* 1, no. 2 (2023): 301–14. <https://doi.org/10.57235/jerumi.v1i2.1354>.
- Gunawan, Arief, and Andri Winjaya Laksana. "Effectiveness of Law Enforcement in Investigation of Criminal Acts of Corruption." *RLJ; Ratio Legis Journal* 2, no. 2 (2023): 765–73.
- Halim, Aam Ammar, and Robi Mahludi. "Effectiveness of Police Members in Sukabumi Resort." *DIA; Jurnal Administrasi Publik* 20, no. 2 (2022): 302–11.
- Hamzani, Achmad Irwan, Tiya Vika Widyastuti, Nur Khasanah, and Mohd Hazmi Mohd Rusli. "Legal Research Method: Theoretical and Implementative Review." *International Journal of Membrane Science and Technology* 10, no. 2 (2023): 3610–19. <https://doi.org/10.15379/ijmst.v10i2.3191>.
- Idy, Muhammad Yunus. "Law Enforcement Against Members of The Indonesian National Police Commit Crimes." *Substantive Justice International Journal of La* 5, no. 2 (2022).
- Iskandar, Iskandar, and Nursiti Nursiti. "Peran Organisasi Internasional Dan Regional Dalam Penyelesaian Pelanggaran Hak Asasi Manusia Perdagangan Orang Di Indonesia." *Jurnal HAM* 12, no. 3 (2021): 385. <https://doi.org/10.30641/ham.2021.12.385-404>.
- Jainah, Zainab Ompu. "Policy on Criminal Law Enforcement Against Illegal Drugs Syndicate Performers What Members of the Police of the Republic of Indonesia Done." *International Journal of Science and Society* 4, no. 3 (2022): 265–73. <https://doi.org/10.54783/ijsoc.v4i3.518>.

- Kontras. “Laporan Hari Bhayangkara 2024: ‘Reformasi Polisi Tinggal Ilusi.’” Kontras, 2024.
- Marzuki, Suparman. *Tragedi Politik Hukum Dan HAM*. Yogyakarta: Pusham UII, 2011.
- Muhtaj, Majda El, and M. Fahmi Siregar. “Human Rights Education & Policing in Indonesia: A Case Study of the Regional Police of North Sumatra.” *Journal of Human Rights and Peace Studies* 4, no. 2 (2018): 383–424.
- Nasser, Mochammad. “Peran Komisi Kepolisian Nasional Dalam Pengawasan Fungsional Polri.” *Jurnal Hukum Sasana* 7, no. 1 (2021): 96–116.
- Nawawi, Barda. *Reformasi Sistem Peradilan (Sistem Penegakan Hukum Di Indonesia)*. Semarang: Badan Penerbit Universitas Diponegoro, 2017.
- Nigel D. White, Mary E. Footer, Kerry Senior, Mark van Dorp, Vincent Kiezebrink, Y. Wasi Gede Puraka, and Ayudya Fajri Anzas. *Blurring Public and Private Security in Indonesia: Corporate Interests and Human Rights in a Fragile Environment*. *Netherlands International Law Review*. Vol. 65. Springer International Publishing, 2018. <https://doi.org/10.1007/s40802-018-0107-8>.
- Nugraha, I Putu Agus, Mulyadi, and Saddam Husein Rangkuti. “Implementasi Prinsip Dan Standar Hak Asasi Manusia Dalam Penyelenggaraan Tugas Kepolisian.” *Karimah Tauhid* 3, no. 4 (2024): 5021–35. <https://doi.org/10.30997/karimahtauhid.v3i4.13012>.
- Nurhasanah, Lia. “Efektivitas Peraturan Kepala Kepolisian Negara Republik Indonesia Nomor 8 Tahun 2009 Dalam Perspektif HAM.” *Jurnal Hukum Dan HAM Wicarana* 3, no. 8 (2024): 47–60.
- Nzai, Sunday Kahindi, and Kibaba Makokha. “Security Governance And Law Enforcement By The National Police: Case Of Nairobi City County, Kenya.” *Journal International Social Science Dan Humanities* 5, no. 1 (2024): 1–22.
- Pardamean, Martin Yogi. “Komnas HAM: Polisi Paling Banyak Diadukan Soal Dugaan Pelanggaran HAM.” *Tempo.co*, 2024.
- Pattisina, Edna Caroline. “Polri Kembali Paling Banyak Diadukan Melanggar HAM.” *Kompas.Com*, 2023.
- Rettoblaut, Yulianus, and Ramlani Lina Sinaulan. “Freedom of Speech According to The Indonesian Legal System.” *International Journal Of Research And Innovation In Social Science (IJRISS)* 7, no. 2 (2023): 837–41. <https://doi.org/10.47772/IJRISS>.
- Ridwan, Muannif, Suhar AM, and Ishaq. “Ideal Formulation of Human Rights Regulation in Indonesia.” *Ilomata International Journal of Social Science* 4, no. 4 (2023): 537–47. <https://doi.org/10.52728/ijss.v4i4.814>.
- Rusman Sumadi. “Praperadilan Sebagai Sarana Kontrol Dalam Melindungi Hak Asasi Manusia (HAM) Tersangka.” *Jurnal Hukum Sasana* 7, no. 1 (2021): 149–62. <https://doi.org/10.31599/sasana.v7i1.597>.
- Saefudin, Yusuf, Muhammad Rustamaji, Supanto Suparto, and Iwan Hertanto. “Police and Law Enforcement of Domestic Violence Crimes Based on Human Rights in Indonesia.” *Khazanah Hukum* 6, no. 2 (2024): 134–44. <https://doi.org/10.15575/kh.v6i2.34357>.
- Said, Muhammad Nasir, Faisal Malik, and Rusdin Alauddin. “Efektivitas Kinerja Penyidik Profesi Dan Pengamanan (Propam) Dalam Upaya Penegakan Disiplin Polri Di Polda Maluku Utara.” *Syntax Literate ; Jurnal Ilmiah Indonesia* 7, no. 2 (2022): 2407–21.

- Sembiring, Rudy Kosasih Marlin, and Halimah. "Peran Kepolisian Negara Republik Indonesia Dalam Penerapan Sistem Peradilan Pidana." *Jurnal Ilmu Kepolisian* 17, no. 3 (2023): 1–17. <https://doi.org/10.35879/jik.v17i3.416>.
- Setiadi, Wicipto. "Penegakan Hukum: Kontribusinya Bagi Pendidikan Hukum Dalam Rangka Pengembangan Sumber Daya Manusia." *Jurnal Majalah Hukum Nasional* 48, no. 2 (2018): 1–22.
- Setiaji, Mukhamad Luthfan, and Aminullah Ibrahim. "Kajian Hak Asasi Manusia Dalam Negara the Rule of Law: Antara Hukum Progresif Dan Hukum Positif." *Lex Scientia Law Review* 1, no. 1 (2017): 69–80. <https://doi.org/10.15294/lesrev.v1i01.19483>.
- Setuningsih, Novianti. "Komnas HAM: Polri Pihak Yang Paling Banyak Diadukan Terkait Dugaan Pelanggaran HAM." *Kompas.Com*, 2024.
- Singh, Danny. "The Causes of Police Corruption and Working towards Prevention in Conflict-Stricken States." *Laws* 11, no. 5 (2022): 1–19. <https://doi.org/10.3390/laws11050069>.
- Soerjono Soekanto. *Faktor-Faktor Yang Mempengaruhi Penegakan Hukum*. Jakarta: Raja Grafindo Persada, 2014.
- Sukarnita, Putu Heri, and I Nyoman Surata. "Peranan Profesi Dan Pengamanan Dalam Penegakan Kode Etik Kepolisian Berdasarkan Undang-Undang Nomor 2 Tahun 2002 Tentang Kepolisian Negara Republik Indonesia Di Kepolisian Resor Buleleng." *Kertha Widya* 8, no. 1 (2021): 38–66. <https://doi.org/10.37637/kw.v8i1.638>.
- Tamrin, Husni. "Menyoal Kedudukan Polri Dalam Sistem Ketatanegaraan Indonesia Sebagai Negara Demokrasi." *Jurnal Legalitas (JLE)* 1, no. 01 (2023): 125–35. [https://doi.org/10.58819/jurnallegalitas\(jle\).v1i01.61](https://doi.org/10.58819/jurnallegalitas(jle).v1i01.61).
- Tauhid, Hendri, Zainal Abidin Pakpahan, and Nimrot Siahaan. "Tantangan Kepolisian Dalam Penanggulangan Tindakan Premanisme Pada Kejahatan Jalanan (Street Crime)." *Jurnal Usm Law Review* 7, no. 2 (2024): 986–1005.
- Tempo. "Polri Jadi Lembaga Terbanyak Diadukan Soal Pelanggaran HAM, Capai 771 Aduan Di 2023." *Tempo.co*, 2024.
- Tyler, Tom R., Phillip Atiba Goff, and Robert J. MacCoun. "The Impact of Psychological Science on Policing in the United States: Procedural Justice, Legitimacy, and Effective Law Enforcement." *Psychological Science in the Public Interest* 16, no. 3 (2015): 75–109. <https://doi.org/10.1177/1529100615617791>.
- Uliana, Kadek Agung, David P. E. Saerang, Joubert B. Maramis, Frederik G. Worang, and Rudy S. Wenas. "Pendidikan Dan Pelatihan Dalam Peningkatan Kinerja Di Bagian Sdm Kepolisian Daerah Sulawesi Utara." *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 10, no. 2 (2022): 1161–70. <https://doi.org/10.35794/emba.v10i2.41375>.
- Winarno, Hadi, Bahrul Amiq, and Wahyu Prawesthi. "Law Enforcement on Drug Abuse Perpetrators Committed By Indonesian Policemen." *Ius Positum: Journal Of Law Theory And Law Enforcement* 2, no. 2 (2023): 16–29. <https://doi.org/10.56943/jlte.v2i2.281>.