

A Model For Strengthening The Implementation Of The Indonesian National Police's Code Of Professional Ethics To Foster Sustainable Professionalism Among Officers And Within The Institution

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Abstract.

The Indonesian National Police (Polri), with its duties and functions of maintaining public security and order, is required to operate professionally, with integrity and accountability, while always adhering to the law and professional ethical values. To explore this further, a model was developed with the aim of creating a professional, credible, and sustainable institution. To achieve this objective, a sequential explanatory mixed-methods approach was employed, following this sequence: QUAN → Connecting → QUAL → Integration → Meta-inference. The study was conducted at the Jakarta Metropolitan Police Headquarters (Polda Metro Jaya) with a sample size of 100 respondents, comprising 15 mid-level officers, 24 first-level officers, 58 non-commissioned officers, and 3 enlisted personnel. Disproportional random sampling based on rank was used. The results of the QUAN analysis of the variables—implementation of the professional code of ethics and professionalism among Polri members—yielded average scores of 3.69 and 4.07, respectively. These average scores fall into the “good” category, indicating that professionalism determines the legitimacy of and public trust in the Polri institution. Furthermore, the results of the QUAL analysis regarding the understanding of the code of ethics and professionalism within the Indonesian National Police indicate the need for operational indicators that clarify the distinction between violations of the code of ethics and unprofessional conduct. Integrating these two sets of results reveals that the issue with the implementation of the code of ethics does not lie in the absence of rules or members’ rejection of professional values. Based on these results, it is concluded that the code of ethics holds an important position as a normative and moral foundation. Still, its effectiveness depends on the quality of organizational governance. Meanwhile, professionalism is not only an individual responsibility but also the result of an institutional system that shapes, monitors, and evaluates members’ behavior.

Keywords: public trust, code of ethics, member conduct, professionalism of the National Police and institutional system.

I. INTRODUCTION

The Indonesian National Police (Polri) is one of the state institutions that holds a strategic position. The Polri not only carries out the function of maintaining public security and order but also has the duty to enforce the law, protect, safeguard, and serve the public ([DPR] People’s Representative Council of the Republic of Indonesia, 2002; Erikha & Sara, 2025). Because the duties of the Polri directly impact rights, a sense of security, justice, and public trust, every member of the Polri is required to work professionally, with integrity and accountability, and to always adhere to the law and professional ethical values (Hamid et al., 2025; Sesunan, 2025).

Normatively, regulations regarding the Indonesian National Police’s professional code of ethics have been strengthened through Regulation of the Indonesian National Police No. 7 of 2022 concerning the Professional Code of Ethics and the Indonesian National Police Code of Ethics Commission. This regulation serves as a crucial foundation for establishing standards of conduct for Indonesian National Police members, encompassing personal ethics, institutional ethics, civic ethics, and social ethics. With this regulation in place, it is hoped that every member of the Indonesian National Police will be able to carry out their duties, exercise their authority, and fulfill their responsibilities in a professional, proportionate, procedural, and

ethical manner (Alifiah Lal et al., 2024; Nasution & Soesatyo, 2026). However, the existence of an increasingly comprehensive code of ethics does not always correlate directly with practices on the ground.

Within the Indonesian National Police, several cases of violations committed by members have still been identified in recent years, resulting in disciplinary sanctions, ethical sanctions, and even criminal sanctions. Several cases that have drawn public attention demonstrate that ethical violations not only impact the individual offenders but also affect the image, credibility, and legitimacy of the Indonesian National Police as an institution in the eyes of the public. Every violation committed by a police officer can raise public questions about the extent to which the code of ethics is truly understood, internalized, monitored, and enforced within the organization (D. A. Kurniawan & Sara, 2024; Mathius et al., 2026). In light of various incidents that have occurred, the Indonesian National Police must take new steps to avoid the perception that it applies the principle of immunity to protect fellow officers in cases of misconduct.

The professional code of ethics for Indonesian National Police officers is fundamentally intended to regulate the conduct of individuals serving as police officers (Manggala & Sukmaren, 2026). The existence of this code of ethics demonstrates that Indonesian National Police members have made significant efforts to improve themselves, taking reform steps toward becoming moral, professional, modern, and independent police officers. The code of ethics has traditionally been understood as an instrument for punishing violations. In contrast, it also serves as a tool for guidance, prevention, oversight, and the cultivation of professional behavior (Toruan et al., 2026). Therefore, any violation of the code of ethics committed by a member of the Indonesian National Police not only breaches the organization's internal regulations but can also undermine the legitimacy of the Indonesian National Police as an institution in the eyes of the public.

Professionalism within the Indonesian National Police cannot be defined solely as technical competence in performing duties; rather, it also encompasses compliance with the law, moral integrity, institutional responsibility, the ability to make proportionate decisions, respect for the rights of the public, and the ability to uphold the institution's honor. Professional conduct cannot be interpreted solely as technical competence in performing police duties (Wiguna et al., 2026). Professionalism also reflects moral integrity, compliance with the law, the ability to exercise authority proportionately, and the responsibility of National Police members to uphold the institution's honor and the public's trust (Prakoso et al., 2026).

In the context of the rule of law and good governance, the professionalism of members encompasses compliance with the law, the ability to act proportionately, moral responsibility, ethical awareness, respect for the rights of the public, and a commitment to upholding the institution's honor (Shevchuk et al., 2026). Therefore, the Indonesian National Police's professional code of ethics holds a crucial position as both a behavioral guideline and an instrument of moral and institutional control for every police officer in the performance of their duties.

Effective implementation of the code of ethics is inseparable from loyalty to the organization; strict discipline enforced by leadership is intended to enhance the loyalty of subordinates. Thus, the Indonesian National Police's Code of Professional Ethics should not be viewed merely as a normative internal regulation but as part of public administration policy that must be effectively implemented to foster professionalism among members and strengthen institutional accountability. The implementation of the Code of Professional Ethics must reinforce institutional accountability and build professionalism among Indonesian National Police personnel.

Literatur Review

As a public organization, the Indonesian National Police (Polri) wields significant authority, and the code of ethics serves as a crucial instrument to ensure that this authority is not abused. A code of ethics that is deeply ingrained in every member of the Indonesian National Police will ensure that officers act correctly—not merely out of fear of punishment, but because they possess moral awareness and a sense of professional responsibility. Ethical accountability is crucial because every action taken by a police officer affects not only the officer themselves but also the institution's public image and the public's trust in it (Del Fierro et al., 2026).

The Indonesian National Police Professional Code of Ethics is a set of norms governing the conduct of police officers in their relationships with the state, the institution, society, and their personal lives. The scope of the Indonesian National Police Code of Ethics includes personal ethics, civic ethics, institutional ethics, and ethics in relations with the public. The implementation of the code of ethics—and, of course, adherence to the principles of good governance—requires that guidance, oversight, inspection, and enforcement of the code be conducted objectively, fairly, consistently, and without discrimination. Based on this, the Indonesian National Police Professional Code of Ethics represents a concrete manifestation of public administration ethics within the police institution (Listyandarti et al., 2026).

The implementation of the Indonesian National Police Professional Code of Ethics is understood as a process that ensures ethical provisions are put into practice within the organization. This process includes members' understanding of the rules, socialization, guidance, leadership by example, internal oversight, objective enforcement, organizational culture, behavioral evaluation, and the internalization of ethical values (M. O. Kurniawan & Setiawan, 2026). Effective implementation is not only evident when the organization successfully handles a violation but is also reflected in the organization's ability to prevent misconduct, provide clear guidance to members, identify ethical risks in the performance of duties, and address weaknesses before they escalate into violations.

Every member of the Indonesian National Police must be accountable for their behavior in accordance with the standards of the Code of Ethics. This is relevant to the principles of good governance because the implementation of the Indonesian National Police's professional code of ethics must be carried out transparently, fairly, accountably, and consistently to maintain public recognition of the institution and enhance public trust in the Indonesian National Police. Well-executed public governance requires that public organizations be managed based on the principles of transparency, accountability, legal certainty, effectiveness, responsiveness, and justice. In the context of public administration ethics, accountability, and good governance, a code of ethics is not merely a punitive instrument but an ethical governance system designed to foster professionalism and maintain public trust in the Polri (Apriliyani et al., 2026; Dolamore & Whitebread, 2022).

Professionalism is an individual's understanding of a specific expertise that enables them to act professionally in carrying out their profession. Professionalism is reliability in the performance of duties, ensuring they are carried out with high quality, on time, meticulously, and through procedures that are easy for the public or clients to understand and follow (Klientele Siagian, in Agung, 2005:73–74). Furthermore, Hargreaves (in Agus Dwiyanto) states that professionalism is the ability to: (1) collaborate; (2) be open and trust one another; (3) accept other perspectives; (4) identify, analyze, and solve problems; (5) teach effectively; (6) collect and analyze data while improving one's personal skills to handle it; and (7) follow the standard problem-solving procedures practiced in society. Furthermore, Agus Dwiyanto (2005:226) states that professionalism is the understanding or belief that the attitudes and actions of government officials, as well as the professional values of civil servants, prioritize the public interest.

If the concept of professionalism has become the culture, perspective, philosophy, and guiding principle for the life of an individual, a group, or a specific community, then this may indicate that professionalism has taken root and flourished among those concerned. However, there are common denominators across various professions; a profession generally evolves from a vocation that subsequently matures over time. Furthermore, in any field, an individual's professionalism is supported by three elements: expertise, commitment, and relevant skills, which form an equilateral triangle with professionalism at its center.

The relationship between the implementation of a code of ethics and professionalism lies in the code's function as a guide that establishes moral and procedural boundaries. Indonesian National Police (Polri) members who understand ethical values will be better able to recognize permissible actions, actions to be avoided, and the consequences arising from the exercise of authority (Alfarozi et al., 2026; Rahmadani & Yusran, 2026). This understanding helps Polri members act prudently, responsibly, and consistently. Nevertheless, the implementation of the code of ethics does not operate in a vacuum; its effectiveness is

influenced by leadership, communication, organizational culture, training, the quality of oversight, consistency in enforcement, personal integrity, work-related pressures, well-being, and the external environment. These factors can either strengthen or weaken the relationship between the code of ethics and the professionalism of the Indonesian National Police.

Professionalism provides the foundation for understanding that the quality of Polri members is not determined solely by technical competence. Professionalism also encompasses integrity, responsibility, adherence to procedures, the ability to exercise authority appropriately, objectivity, a service-oriented attitude, and a willingness to be held accountable for every action. Meanwhile, in the ethics of public administration, accountability and good governance reinforce the view that public officials cannot simply act based on formal authority alone. Every action must be accountable legally, administratively, ethically, and socially. Within police organizations, these demands become increasingly important because the actions of Indonesian National Police members can directly impact the rights, security, freedoms, and trust of the public.

II. METHOD

A mixed-methods sequential explanatory approach was used to implement the professional code of ethics for strengthening the professionalism of Indonesian National Police (Polri) members and the institution itself. The implementation was carried out sequentially, following this pattern: QUAN → Connecting → QUAL → Integration → Meta-inference. The QUAN approach was employed to test theories, measure variables, identify relationships among variables, and draw generalizations (Bacci et al., 2026). Next, the “Connecting” stage involves linking data from one research phase to the next (Plummer, 2026). Subsequently, the QUAL approach focuses on understanding the meaning, concepts, definitions, characteristics, and descriptions of a phenomenon (István et al., 2026). The “Integrating” stage combines quantitative and qualitative data or approaches within a single study. The goal is for the findings to complement one another, thereby yielding a comprehensive and in-depth understanding of the issue under study. Meanwhile, meta-inference is used to draw comprehensive conclusions from the analysis of both quantitative and qualitative data.

To develop a model for strengthening the code of ethics in fostering professionalism among members of the Indonesian National Police (Polri), a study was conducted at the Greater Jakarta Metropolitan Regional Police (Polda Metro Jaya) with a sample size of 100 respondents. Disproportional random sampling was used, based on rank. Based on rank, the respondents consisted of 15 mid-level officers, 24 first-level officers, 58 non-commissioned officers, and 3 enlisted personnel. Respondent characteristics were used to provide an overview of the background of the members who served as sources of quantitative data.

During the QUAN phase, quantitative analysis was conducted to obtain an empirical picture of the implementation of the Indonesian National Police’s professional code of ethics and the professionalism of its members. Subsequently, during the connecting phase, an examination was conducted of assessment indicators and response patterns that still required clarification. The results of the connecting phase were used to formulate follow-up questions, select relevant informants, and determine which documentary data needed to be examined. Next, during the QUAL phase, in-depth interviews were conducted with seven informants, along with non-participatory observations and documentation. In selecting informants, greater consideration was given to their positions, experience, knowledge, and involvement in training, supervision, professional accountability, disciplinary enforcement, and the performance of duties. This phase was used to explain the processes, reasons, and experiences underlying the quantitative results. Data were collected through in-depth interviews, non-participant observation, and documentation. In the integration phase, the quantitative results were compared and synthesized with the qualitative results. This integration yielded meta-inferences—conclusions drawn from the entirety of the data, rather than based on a single approach. Meanwhile, the meta-inference stage is used to develop a model for strengthening the implementation of the Indonesian National Police’s professional code of ethics based on institutional professionalism. Meta-

inference refers to conclusions drawn from the entirety of both quantitative and qualitative findings. The research design, incorporating these stages, is presented in Figure 1 below.

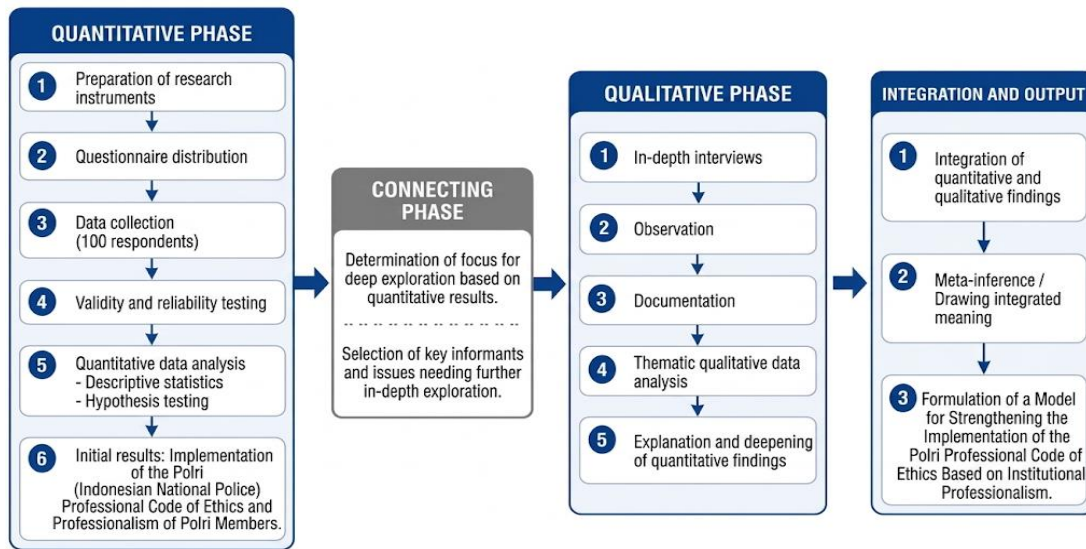


Fig. 1. Desain sequential explanatory

III. RESULTS AND DISCUSSIONS

The Metro Jaya Regional Police (Polda Metro Jaya) is one of the Indonesian National Police's regional units with highly complex duties. Its jurisdiction encompasses the central government district, as well as areas of economic, social, and political activity and public services, characterized by extremely high public mobility. These conditions place police officers in a work environment that demands swift action, precise decision-making, adherence to procedures, integrity, accountability, and the ability to exercise authority proportionately. The performance of police duties within the Metro Jaya Regional Police's jurisdiction is under intense scrutiny from the public and the media. Every action taken by an officer—particularly those related to law enforcement, public service, the use of force, and the handling of public complaints—can influence public perception and trust in the Indonesian National Police as an institution. Under these circumstances, professionalism cannot be understood merely as the technical ability to complete tasks. Professionalism is also demonstrated through compliance with laws and procedures, respect for citizens' rights, integrity, responsibility, objectivity, humane service, and a willingness to be held accountable for every exercise of authority.

The Professional Standards and Security Division of the Metro Jaya Regional Police holds a strategic position in internal oversight, professional development, internal security, disciplinary enforcement, investigations into alleged violations, and enforcement of the Indonesian National Police's code of ethics. The implementation of the code of ethics in this context must be viewed as a series of processes that includes the communication of behavioral standards, professional development, leadership by example, oversight, investigations, enforcement of regulations, evaluation, and organizational improvement. Thus, the success of implementation is not only measured by the number of cases investigated or sanctions imposed, but also by the organization's ability to prevent violations and shape members' behavior on an ongoing basis.

Based on the QUAN results for the 15 items regarding the implementation of the Indonesian National Police's professional code of ethics and the 10 items on the professionalism of Indonesian National Police members, theoretically, each respondent could achieve a maximum score of 125, while the minimum score was 25. Based on the data analysis, the respondents' average total score was 96.07, with the lowest score being 87 and the highest 106. When the 25 items were combined, the average score was 3.84. This score falls into the "good" category, indicating that, in general, respondents gave a positive assessment of the implementation of the Indonesian National Police Professional Code of Ethics and the professionalism of officers within the Metro Jaya Regional Police. The QUAN results based on each variable are presented in Table 1 below.

Table 1. Results of the QUAN Assessment of the Indonesian National Police's Code of Ethics and Professionalism

Variables	Number of items	Average value	Composite standard deviation	Category
Implementation of the Indonesian National Police Code of Ethics	15	3,69	0,19	Good
Professionalism of Indonesian National Police Officers	10	4,07	0,19	Good
A combination of all instruments	25	3,84	0,14	Good

Table 1 above shows that the professionalism of Indonesian National Police (Polri) members received an average score of 4.07, which is higher than the implementation of the Polri professional code of ethics, which received an average score of 3.69. The variable of the implementation of the Polri professional code of ethics was measured through 15 statements and received an overall average score of 3.69; this score falls into the "good" category. The highest rating was for the statement that the code of ethics supports professionalism, with an average score of 4.30. Respondents strongly embraced the values and demands of professionalism; however, the consistency of organizational mechanisms in implementing, monitoring, and enforcing the code of ethics was not rated as strongly as the expectations regarding professional conduct. These findings indicate that members do not view the code of ethics merely as a tool for imposing sanctions, but also as a guideline that can direct the exercise of authority, responsibility, and professional conduct. Furthermore, the variable of professionalism among Polri members was measured using 10 statements and yielded an overall average score of 4.07. This score falls within the "good" category and is higher than the score for the implementation of the Polri professional code of ethics. The highest rating was for the statement that professionalism influences public trust, with an average score of 4.35. This result indicates that respondents recognize that members' professionalism is not only related to the completion of duties but also determines the legitimacy of and public trust in the National Police institution. These findings reveal a gap between the understanding of the professional behavior that should be exhibited and the respondents' experiences regarding the implementation of the code of ethics in organizational practice. Therefore, the discussion should not stop at the conclusion that the implementation of the code of ethics has been successful; rather, it must focus on indicators that still receive lower ratings, such as the objectivity of enforcement, the effectiveness of internal oversight, consistency in application, leadership by example, organizational culture, and the influence of corps solidarity.

The QUAL findings regarding the understanding of the National Police's code of ethics as a guide for behavior, a moral boundary, and the basis for members' accountability in performing duties and exercising authority lead to the conclusion that National Police members need to use ethical values as a foundation for assessing the appropriateness of their actions in terms of the law, procedures, propriety, responsibility, and the public interest. These findings indicate that the primary issue does not lie in the absence of regulations but in the process of transitioning from formal knowledge to ethical awareness. Regarding implementation, it was concluded that effective implementation is also evident in the organization's ability to detect risks, issue warnings, provide guidance, and prevent violations before they cause harm. Furthermore, regarding the professionalism of Indonesian National Police (Polri) members, it was concluded that operational indicators are needed to more clearly distinguish between technical errors, procedural violations, disciplinary violations, ethical code violations, and unprofessional conduct. Clear indicators are essential to ensure certainty, consistency in assessment, fairness in investigations, and the effectiveness of guidance. These indicators also help members exercise self-control before taking action in the course of police service.

The research findings were integrated by combining quantitative findings (QUAN) with results from interviews, observations, documentation, and other empirical data (QUAL). The quantitative results indicate that respondents generally acknowledge the importance of the code of ethics and professionalism. However, several indicators directly related to organizational practices received lower ratings, particularly regarding the objectivity of enforcement, the effectiveness of internal oversight, consistency in application, and corps

solidarity. Qualitative data then provided an explanation that these conditions are related to issues of value internalization, exemplary leadership, work culture, the quality of oversight, communication, and various pressures encountered during the performance of duties. Thus, the integration of these two types of data reveals that the issue in implementing the code of ethics does not lie in the absence of rules or members' rejection of the value of professionalism. The more fundamental issue lies in the organization's ability to transform understood norms into consistent behavior in the performance of duties. The results of the integrated model for strengthening the implementation of the Indonesian National Police's professional code of ethics based on institutional professionalism are presented in Table 2 below.

Table 2. Model for Strengthening the Implementation of the Code of Ethics Based on Professionalism in the Indonesian National Police

No	Integration Theme	Quantitative Findings	Temuan Kualitatif	Data Relationships	Integrated Interpretation
1	Understanding the Indonesian National Police's Code of Ethics	Respondents' understanding of Indonesian National Police Regulation No. 7 of 2022 received an average score of 4.12 and was classified as "good."	A formal understanding of the provisions of the code of ethics has generally been established. However, the internalization of ethical values and an understanding of concrete examples of professional and unprofessional behavior are not yet uniform among all members.	Complementary	Knowledge of regulations does not always translate into ethical awareness and professional conduct in the performance of duties. Therefore, awareness campaigns must be complemented by training, case studies, and concrete examples of appropriate behavior.
2	The Benefits of a Code of Ethics for Professionalism	The statement that a code of ethics helps foster professionalism received an average score of 4.30. In contrast, the statement that the implementation of a code of ethics enhances professionalism received an average score of 4.28.	The code of ethics is understood as a set of guidelines that establishes limits on the use of authority, directs behavior, and provides a basis for accountability for members of the Indonesian National Police in carrying out their duties.	Aligned	Members accept the Indonesian National Police's Code of Professional Ethics as a crucial foundation for fostering professionalism. However, its effectiveness still requires support from mentoring, leadership by example, oversight, and an organizational culture rooted in integrity.
3	Objectivity in Enforcing the Code of Ethics	The statement regarding the objectivity of enforcement against violations of the code of ethics received an average score of 3.28.	Enforcement of the code of ethics is deemed to require consistency, transparency, procedural certainty, and non-	Aligned	The main issue does not lie in the absence of enforcement mechanisms, but in the level of trust members have in the consistency and objectivity of their

No	Integration Theme	Quantitative Findings	Temuan Kualitatif	Data Relationships	Integrated Interpretation
			discriminatory treatment of every member suspected of a violation.		application. Fair enforcement is necessary to strengthen the legitimacy of ethical policies.
4	Effectiveness of Internal Oversight	The statement regarding the effectiveness of the internal oversight system received an average score of 3.35.	Internal oversight still needs to be strengthened so that it is not merely administrative and reactive after a violation occurs, but also preventive, educational, and based on risk mapping.	Aligned	Internal oversight needs to shift from a predominantly reactive approach toward one focused on prevention, guidance, and organizational learning. The results of oversight and investigations must be used to improve the system.
5	Corps Solidarity in Enforcing Ethics	The statement that corps solidarity does not hinder the enforcement of the code of ethics received an average score of 2.98, which was the lowest score for the code of ethics implementation variable.	Group loyalty can affect the objectivity of enforcement if it is not balanced by integrity, accountability, and the courage to correct deviant behavior.	Aligned	Corps solidarity must be directed toward upholding the institution's honor through the courage to prevent, report, and correct violations—not to protect actions that contradict the code of ethics.
6	Professionalism and Public Trust	The statement that the professionalism of National Police members influences public trust received an average score of 4.35, which was the highest score for the professionalism variable.	The actions of every member are seen as representing the name, image, credibility, and honor of the National Police institution. Individual behavior can influence the public's perception of the organization as a whole.	Aligned	Professionalism has both individual and institutional dimensions. The professional conduct of members not only determines the quality of task execution but also shapes the legitimacy of and public trust in the National Police institution.
7	Preventing Abuse of Authority and Providing Humane Service	The statement regarding the prevention of abuse of authority received an average score of 3.72, while humane service received an average score of 3.90.	The exercise of authority is influenced by work-related pressures, integrity, self-control, understanding of procedures, leadership by example, and organizational culture.	Complementary	Professionalism requires strengthening ethical considerations in decision-making and interactions with the public. Training must emphasize the proportional use of authority, self-restraint, respect for

No	Integration Theme	Quantitative Findings	Temuan Kualitatif	Data Relationships	Integrated Interpretation
					public rights, and humane service.

IV. CONCLUSION

A code of ethics provides direction, boundaries, and standards of conduct, while professionalism is the embodiment of those values in the performance of duties. If members understand the code of ethics, they will know the limits of their authority and responsibilities. That is what enables members to work more professionally. This statement indicates that internalizing the code of ethics can encourage members to act more carefully, proportionately, responsibly, and in accordance with procedures. However, this relationship does not occur automatically; the existence of rules does not, in and of itself, produce professionalism if it is not supported by training, leadership by example, oversight, a culture of integrity, communication, and consistent enforcement. Based on this, cross-functional synergy is necessary because the implementation of the code of ethics involves operational functions, human resources development, internal oversight, complaint handling, and work unit leadership. A lack of coordination can lead to differences in understanding, delays in handling issues, and procedural errors. The relationship between implementation and professionalism is not mechanical. The existence of rules is only one element; professional behavior is also influenced by integrity, leadership, organizational culture, oversight, communication, work pressure, well-being, and the external environment. Thus, a code of ethics holds an important position as a normative and moral foundation, but its effectiveness depends on the quality of the organization's governance. Professionalism is not only an individual responsibility but also the result of an institutional system that shapes, oversees, and evaluates members' behavior.

The implementation of the Indonesian National Police's Code of Professional Ethics must be understood as an institutional process encompassing prevention, guidance, the internalization of values, oversight, enforcement, evaluation, and organizational learning—not merely as a mechanism for investigation and the imposition of sanctions after a violation has occurred. A police officer's professionalism cannot be assessed solely based on technical ability to perform duties; it must also encompass integrity, compliance with laws and procedures, self-control, the proportional use of authority, respect for citizens' rights, humane service, accountability, and a willingness to take responsibility for every action.

The existence of a code of ethics serves as an important normative and ethical foundation, but its effectiveness depends heavily on the quality of the systems supporting its implementation. Sound rules must be accompanied by consistent mentoring, exemplary conduct, objective oversight, a culture of integrity, and mechanisms for organizational evaluation and learning. These findings subsequently form the basis for the development of professionalism not only at the individual level but also at the institutional level. Based on the integration of quantitative and qualitative findings, observations, documentation, and data on violations, this study produced a Model for Strengthening the Implementation of the Indonesian National Police's Professional Code of Ethics Based on Institutional Professionalism.

This model positions the Indonesian National Police Professional Code of Ethics not merely as a normative instrument for investigating and imposing sanctions after a violation occurs, but as an institutional system that operates from the stages of prevention, guidance, internalization of values, task execution, oversight, enforcement, evaluation, to organizational improvement. The model integrates six main elements, namely: (1) a foundation of regulations and standards of professional conduct; (2) communication, guidance, and the internalization of ethical values; (3) exemplary leadership and an organizational culture of integrity; (3) preventive, objective, and accountable internal oversight; (4) fair, corrective, and non-discriminatory enforcement of the code of ethics; and (5) continuous organizational evaluation and learning.

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