Strategies in Police Integrity Enhancement: A Comprehensive Literature Review

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Abstract: This article aims to explain the significant influence of police integrity on service quality and institutional credibility. It delves into the concept of police integrity and explores various strategies for its implementation. The perspectives of Klokars, Ivković, and Haberfeld are used to gain a comprehensive understanding of this concept. The research methodology used in this study involved a thorough literature review, focusing on relevant journal articles and books related to the subject matter. This article provides an in-depth exploration of various aspects related to police integrity and explains various strategies that can be used to enhance police integrity. By highlighting the vital role of integrity in law enforcement agencies, this article contributes to the development of effective best practices and strategies to enhance police integrity to uphold quality-of-service standards and inspire public trust.

Keywords: Police; Police Integrity; Police Organization; Law Enforcement; Indonesia

Abstrak: Artikel ini bertujuan untuk menjelaskan pengaruh signifikan integritas polisi terhadap kualitas pelayanan dan kredibilitas institusi Polri. Artikel ini menggali konsep integritas polisi dan mengeksplorasi berbagai strategi untuk implementasinya. Perspektif Klokars, Ivković, dan Haberfeld digunakan untuk mendapatkan pemahaman yang komprehensif mengenai konsep tersebut. Metodologi penelitian yang digunakan dalam penelitian ini melibatkan tinjauan literatur secara menyeluruh dengan fokus pada artikel jurnal yang relevan dan buku yang terkait dengan topik studi ini. Studi ini mengupas secara mendalam berbagai aspek yang berkaitan dengan integritas polisi dan menjelaskan berbagai strategi yang dapat digunakan untuk meningkatkan integritas polisi. Dengan menyoroti peran vital integritas dalam lembaga penegak hukum, artikel ini berkontribusi pada pengembangan praktik dan strategi yang efektif untuk meningkatkan integritas polisi guna menegakkan standar kualitas layanan dan meningkatkan kepercayaan publik.

Kata kunci: Polisi; Integritas Polisi; Organisasi Kepolisian; Penegakan Hukum; Indonesia

Introduction

The preservation of public safety and order significantly depends on the role of the police organization. The integrity of their employees is something that law

enforcement agencies must prioritize to carry out their tasks effectively. The concept of police integrity encompasses a range of behaviors and values, including ethical conduct, strict adherence to established rules and regulations, and steadfast commitment to maintaining high professional standards. The improvement of police integrity is crucial for cultivating public confidence, encouraging responsibility, and guaranteeing the provision of qualified police services.

This research emphasizes the strategies utilized in police integrity management to provide an in-depth assessment and examination of extant scholarly works. This article delves into the complex and diverse aspects of police integrity and scrutinizes the most successful strategies for establishing and reinforcing integrity within police organizations. Police administrators can establish an organizational culture that prioritizes and maintains integrity among officers by implementing efficacious strategies.

Sustaining an excellent standard of police integrity is of the utmost significance for the comprehensive efficacy and legitimacy of police organizations. Police officers with robust ethical principles are more inclined to prioritize public safety, demonstrating proficiency, and exercising prudence when confronted with difficult circumstances. Conversely, any lapses in integrity erode public trust, undermine the credibility of the police force, and hinder their ability to carry out their duties effectively.

This study builds upon prior research and theoretical frameworks to analyze the strategies employed in police integrity management. The theoretical perspective proposed by Klockars, Ivkovic, and Haberfeld (2007) provides a foundation for understanding the normative inclination among police officers to resist temptations that may compromise their professional obligations. By examining previous studies and theories, this study sought to identify effective strategies for enhancing police integrity.

The theory of police integrity developed by Klockars, Ivković, and Haberfeld in their publication "Enhancing Police Integrity" provides a comprehensive framework for understanding and promoting ethical behavior within police offices (Khan, Ahmed, and Ahmed 2021; Klockars et al. 2007). This theory emphasizes the importance of police organization in shaping officers' integrity level (Ivković 2014). According to this theory, police integrity refers to *the normative inclination among police to resist temptations to abuse the rights and privileges of their occupation* (Ivković 2014). It emphasizes the organizational factors that play a critical role in shaping integrity levels within police officers. This theory recognizes that police officers are responsible for creating an

environment that fosters integrity, accountability, and adherence to ethical standards. This highlights the importance of organizational policies, comprehensive training programs, and supervision in promoting and reinforcing ethical behavior among police officers (Ivkovich et al. 2020).

Moreover, the theory acknowledges the challenges and temptations police officers may encounter in their roles. It emphasizes the need for mechanisms that support and strengthen integrity, including creating an open culture for discussing problems, addressing resource shortages, and minimizing the politicization of police work (Ivkovich et al. 2020). The theory of police integrity developed by Klockars, Ivković, and Haberfeld contributes to understanding factors influencing ethical conduct within police organizations. It emphasizes the role of police organizations in shaping integrity levels and highlights the importance of creating an organizational culture that prioritizes integrity, professionalism, and public trust (Klockars, Ivkovic, and Haberfeld 2003).

Researchers utilize this theory to understand the concept of police integrity, which refers to the normative inclination of police officers to resist temptations that may compromise their professional rights and privileges. This understanding of theory helps establish a framework for evaluating the effectiveness of different strategies in enhancing police integrity. The theory of police integrity by Klockars, Ivković, and Haberfeld provides a conceptual framework for this research article, allowing for a comprehensive analysis of police-integrity management strategies and identifying potential areas for improvement in enhancing police integrity within law enforcement agencies.

The literature review encompasses relevant studies that shed light on various aspects of police integrity and its management. These studies provide valuable insights into the causes of police corruption, the impact of work-related experiences on police integrity, the role of socio-political attitudes, the evaluation of integrity among Chinese police officers, and the importance of integrity education in the Ghana Police Service.

In their study, Khan, Ahmed, and Ahmed (2021) focus on the causes of police corruption and highlight the need to address societal elements to enhance police integrity. Researchers employ qualitative methods, such as semi-structured interviews, focus group meetings, and observations, to analyze the organizational and social determinants of police corruption. They emphasize the significance of factors such as poor pay, resource shortage, moral economy, and politicization of the police in understanding and mitigating corruption.

Van Droogenbroeck, Ivkovic, and Spruyt (2022) explore the relationship between work-related experiences and police integrity, mainly how socio-political attitudes mediate this relationship. Their study involved structural equation modeling and data collected from Belgian police officers. The findings indicate that officers' fieldwork experiences and frequent interactions with victims and perpetrators of crimes are associated with lower evaluations of misconduct severity, reduced willingness to report misconduct, and preference for less severe disciplinary sanctions. This study highlights the importance of considering general socio-political attitudes in police integrity training programs.

Lim and Sloan (2016) built upon previous research by examining the factors influencing police supervisors' perceptions of police misconduct and their willingness to report such behavior. The study utilized surveys administered to ranking officers and included individual, organizational, and ecological factors in the analysis. The findings suggest that these factors have varying effects depending on the seriousness of the misconduct. This study contributes to understanding the factors affecting police integrity by focusing on supervisor perspectives and incorporating variables that were not previously considered.

Wu et al. (2018) investigate police integrity in China, which has received limited attention in the existing literature. Through surveys conducted among Chinese police officers, this study explores officers' evaluations of integrity based on official policies, discipline, perceptions of seriousness, and willingness to report misconduct. The findings revealed a strong correlation between officers' perceptions of rule violations, misconduct severity, discipline, and their willingness to report. The study also highlights the existence of a code of silence among Chinese officers and their lenient attitude toward the use of excessive force.

In the context of the Ghana Police Service, Kwakye-Nuako et al. (2022) dan Boateng et al. (2019) emphasize the importance of providing additional integrity education to selected future commissioned officers. This research highlighted the positive effects of well-designed ethics training on police attitudes in both the short and long term. By investing in training programs, the Ghana Police Service aims to address the historical challenges of police corruption and foster a culture of integrity.

Despite the valuable insights provided by the reviewed studies on various facets of police integrity and its management, a research gap remains in determining the optimal strategies for implementing police integrity. While specific studies concentrate on comprehending the origins and factors behind police corruption,

others investigate the influence of occupational background, socio-political beliefs, and instructional initiatives on police probity. However, it is essential to conduct a thorough inquiry to integrate these findings and determine the most effective approaches to enhancing police integrity.

The significance of this research lies in its potential to inform police administrators, policymakers, and practitioners of best practices for managing and promoting police integrity. This study aims to improve the extant corpus of scholarship on the management of police integrity through a comprehensive review and analysis of relevant literature. The discernment of efficacious strategies and potential hindrances provides unique perspectives on enhancing police integrity and fortifying the connection between police agencies and the community they serve.

Ultimately, the improvement of police integrity represents a crucial undertaking for police organizations. This research offers an all-encompassing examination and evaluation of the strategies employed in the maintenance of police integrity through a thorough review of relevant literature. The objective of this research is to provide a significant addition to the current efforts that aim to promote ethical behavior among police organizations and improve the trust of the public in the police force. The attainment of this objective can be facilitated by conducting comprehensive scrutiny of the importance of police integrity, scrutinizing pertinent research and theoretical models, and pinpointing efficacious tactics.

Methods

This study employed a literature review method that emphasized the works of Klockars, Ivkovi, and Haberfeld, in addition to other relevant studies about police integrity. The method that was employed for conducting a literature review enabled a comprehensive exploration of the existing body of knowledge pertaining to the subject matter, resulting in insightful viewpoints on the approaches and techniques utilized for enhancing police integrity. The formulation of research objectives provided a structured framework for carrying out a comprehensive review of existing literature. The objectives outlined involve the understanding of the theoretical construct of police integrity as proposed by Klockars, Ivkovi, and Haberfeld, as well as the identification of effective strategies employed to enhance police integrity.

A thorough investigation was conducted through academic databases, scholarly journals, books, and other appropriate sources to ascertain the relevant literature. The search terms included keywords related to police integrity, strategies, and

the works of Klockars, Ivkovi, and Haberfeld. The search parameters were restricted to include only those studies that were published within a specific period in order to guarantee the most up-to-date and pertinent data.

The literature that was identified underwent a rigorous evaluation process using predetermined criteria to ascertain its suitability for inclusion in the review. The evaluation standards encompassed relevance to the research goals, academic rigor, and congruence with the research subject matter. Only studies that met the selection criteria were included in this review. The relevant information extracted from the selected research studies included crucial concepts, theoretical frameworks, methodologies employed, and outcomes linked to approaches aimed at preserving police integrity. The extracted data underwent a process of organization and synthesis that provided a comprehensive overview of the research topic. The data that was extracted underwent a thematic analysis to ascertain prevalent patterns, trends, and gaps in the existing literature. The present investigation facilitated the identification of the strategies utilized in diverse research initiatives and an evaluation of their efficacy in enhancing police integrity. Recognizing the constraints inherent in the method of literature review is crucial. The outcomes are reliant on the existing body of literature during the period of the inquiry and may be influenced by the existence of bias in publication. The effectiveness of the methodology of conducting a literature review is dependent on the quality and availability of the pre-existing research.

Results and Discussions
The Concept of Police Integrity and its Aspects
This section aims to explore the foundational understanding of police integrity and its significance in developing strategies to enhance it. The concept of police integrity was originally formulated with a comprehensive definition that encompassed six distinct facets, thereby providing a more detailed understanding of the construct. These six aspects have contributed to a complex comprehension of the notion. Subsequently, as research on police integrity advanced, a more extensive structure emerged, consisting of four dimensions. These dimensions expanded the scope and improved the understanding of police integrity, providing an expanded perspective that encompasses various critical factors influencing its manifestation within policing institutions.

Police integrity refers to the normative *inclination among police to resist temptations to abuse the rights and privileges of their occupation* (Khan et al. 2021; Klockars 2000; Klockars et al. 2007). There are several essential aspects for comprehending police integrity. First, it is *Normative*, which means that it entails a belief system that defines what constitutes right or wrong behavior. It requires a commitment to act following these beliefs, going beyond mere

knowledge of right and wrong. The second component of police integrity is *Inclination to Resist*. While having integrity influences behavior, it doesn't always guarantee it. Other factors like fear of punishment or personal gain can also affect how police officers act. The third aspect is *Police*. Integrity can be seen in individuals, groups, organizations, or any collection of police. The level at which integrity is examined affects how it is understood and addressed. The fourth aspect is *Temptations*. Police face various temptations to engage in misconduct, such as corruption or making mistakes due to a lack of training. Different types of misconduct require different approaches to prevention and control. The fifth aspect is *Abuse*. Abuse is a central part of the idea of police integrity. Sometimes, behaviors that may seem abusive are defended or excused, leading to variations in opinions and norms about integrity. The last aspect is *Rights and Privileges of Their Occupation*. Policing involves discretionary and coercive actions, often taking place out of supervisors' sight and involving potentially unreliable witnesses. This creates opportunities for misconduct, especially corruption, which can be challenging to detect and address.

The aforementioned comprehension places emphasis on the concept of police integrity at the individual level. There is a requirement for a more comprehensive comprehension of police integrity that encompasses both the individual and the organizational and societal levels. According to the "rotten-apple" approach, police misconduct is driven by the character flaws in particular police officers, and the problem can be resolved by locating and dismissing these individuals (Klockars 2000; Kutnjak Ivković and Haberfeld 2019). In contrast, the theory of police integrity requires an organizational perspective, assigning misconduct to elements within the organization. The notion of "rotten orchards" or "rotten barrels" is emphasized, wherein the conduct for each individual officer is profoundly affected by the integrity of the entire police agency (Klockars 2000; Kutnjak Ivković and Haberfeld 2019). The theory suggests that the maintenance of elevated levels of police integrity relies on implementing and preserving organizational elements such as regulations, internal monitoring mechanisms, the code of silence, and the socio-political and economic environment.

Previously, the understanding of police integrity consisted of six aspects that mainly referred to individual-level concepts. These aspects included the normative belief system, the inclination to resist misconduct, the presence of integrity in individuals or groups, the temptations that police face, the abuse of power, and the rights and privileges associated with their occupation. These aspects highlighted the complex aspect of police integrity and the various variables that shaped it.

However, the understanding of police integrity has expanded to encompass a broader agency-level perspective, which defines it in four dimensions. The first

dimension is the organizational rules within a police agency (Kutnjak Ivković and Haberfeld 2019). It emphasizes the significance of formal regulations that forbid misconduct and maintain integrity. This aspect focuses on establishing, communicating, accepting, and following these rules within the agency.

The second dimension is the internal control methods employed by the police agency (Kutnjak Ivković and Haberfeld 2019). It acknowledges the beneficial relationship between the presence and reliance on internal control mechanisms and the degree of police integrity. These controls can be proactive—such as integrity testing and ethics education—or reactive—such as internal investigations and disciplinary measures. An honest police department regularly employs both proactive and reactive internal control techniques.

The third dimension addresses the code of silence, which refers to the unwritten rule that officers should not provide incriminating information against their fellow officers (Kutnjak Ivković and Haberfeld 2019). This factor emphasizes the negative correlation between the strength of the code of silence and the degree of police integrity. The police department's efforts to restrict the code of silence are essential for upholding high standards of integrity.

The fourth dimension relates to the social, political, and economic conditions the police agency operates (Kutnjak Ivković and Haberfeld 2019). It recognizes how outside factors can affect police integrity. This dimension acknowledges that society influences the degree of police integrity through the creation and application of laws, the operation of external control systems, and the development of a culture intolerant of official misconduct.

Strategies for Implementing Police Integrity
Enhancing police integrity is crucial for maintaining trust, professionalism, and accountability within law enforcement agencies. This discussion explores four strategies to improve police integrity based on the theoretical framework of police integrity in four dimensions and insights from various research studies.

The Dimension of Organizational Rules
Enhancing police integrity in the dimension of organizational rules requires several vital approaches. Initially, it is imperative to establish clear and all-encompassing regulations within law enforcement organizations. Grant (2018) highlights the significance of effectively communicating explicit rules that prohibit misconduct to police officers and providing them with adequate support. By providing officers with a clear understanding of expected behavior and the consequences of misconduct, agencies can foster a culture of integrity and deter unethical actions. The previous methodology is in accordance with the concept that imparting ethical education to law enforcement personnel can result in

enhanced analytical reasoning and judgment in complex ethical predicaments (Grant, 2018).

The implementation of a code of ethics or code of conduct within an organization has the potential to improve police integrity. The code of conduct ought to unambiguously delineate the anticipated standards for ethical comportment, furnish direction on appropriate conduct, and underscore the significance of being accountable. The implementation of a code of conduct can function as a point of reference for police officials in their decision-making processes while simultaneously fostering a collective comprehension of ethical principles within the organization. It is recommended that training programs be established to guarantee that all officers possess a comprehensive understanding of the code of ethics and its implications for their conduct, as suggested by Kwakye-Nuako et al. (2022) and Bakri et al. (2015).

Furthermore, providing ongoing training and professional development opportunities focused on ethics and integrity is crucial. The study conducted by Kwakye-Nuako et al (2022) emphasizes the beneficial impacts of appropriately structured ethics instruction on the attitudes of police personnel, both in the immediate and extended periods. Integrating ethical circumstances and situations in training programs may improve the ethical decision-making abilities of officers and foster a robust ethical structure. According to Grant (2018), it is imperative that training programs incorporate strategies to equip officers with the necessary skills and knowledge to effectively manage challenging situations and external pressures while maintaining their integrity.

The Dimension of Internal Control Methods
Enhancing police integrity in the dimension of internal control methods requires the implementation of specific strategies. To encourage ethical decision-making and prevent misconduct, agencies should place a high priority on ethics training and integrity testing. Grant (2018) underlines that providing police personnel with ethics training enables them to think critically about moral concerns and improve their decision-making in tense ethical situations. Agencies may foster a culture of integrity and provide officers with the tools they need to deal with ethical dilemmas by offering thorough and continuing ethics training.

In order to address and discourage misconduct, it is crucial to develop thorough internal investigation procedures and disciplinary actions. The study by Westmarland and Rowe (2018) draws attention to the discrepancies between the Code of Ethics of the College of Policing and the widely accepted "blue code" of silence among police officers. Agencies can encourage officers to maintain their ethical commitments by making sure that disclosing misconduct is required by rules and that neglecting to do so has consequences. Additionally, in order to

provide clear direction on ethical behaviors and support a more robust internal control structure, agencies need to address the ambiguities and lack of clarity in the Code of Ethics.

Lastly, comprehensive diagnostic assessments, early intervention systems, and external oversight mechanisms are crucial components of internal control methods (Prenzler & Porter, 2022). These procedures give authorities the capacity to promptly identify suspected misbehavior, take action, and assure accountability and transparency. Implementing covert strategies, overt monitoring, and drug and alcohol testing can also improve investigations and function as deterrents. To meet changing difficulties and uphold a high standard of integrity within police agencies, regular evaluations and adjustments of these tactics are necessary.

The Dimension of the Code of Silence
Enhancing police integrity in the dimension of the "code of silence" requires specific strategies to dismantle this harmful practice. The initial measure entails guaranteeing that the organization fosters a culture that prioritizes transparency and responsibility. *(Grant 2018)* highlights the significance of effecting substantial change by transforming not only the organization but also the community in which the police operate. Agencies can combat the code of silence and advance integrity by creating an environment that fosters reporting of misconduct and protects whistleblowers.

The establishment of clear policies pertaining to the reporting of misconduct is of utmost importance. Westmarland and Conway (2020) have noted that the Code of Ethics of the College of Policing legally obliges individuals to report instances of misconduct, and failure to comply with this requirement may result in criminal charges or dismissal. However, the research also reveals the need for further exploration of the Code's influence on police culture and the persistence of the code of silence. In order to tackle this challenge, it is recommended that agencies implement training programs that prioritize the significance of reporting misconduct and offer direction on the suitable channels for reporting. The training program ought to effectively tackle the apprehensions and lack of faith in anonymous reporting mechanisms, thereby instilling a sense of assurance among police officers with regard to the reporting procedure (Westmarland and Conway 2020).

It is imperative to engage in ongoing assessment and enhancement of tactics in order to effectively address the phenomenon of the code of silence. The significance of comprehensive approaches that encompass diagnostic assessments, early intervention systems, and external oversight mechanisms has been shown by (Prenzler and Porter 2022). Through consistent evaluation of the

efficacy of implemented measures and appropriate modifications, police agencies can establish a practical framework that prioritizes integrity, transparency, and accountability. Continuous assessment assures that the organization remains flexible in response to changing circumstances and maintains the trust of the public in the legal system.

The Dimension of Social, Political, and Economic Conditions
Enhancing police integrity in the dimension of social, political, and economic conditions involves providing additional integrity education, fostering ethical leadership, and addressing broader contextual factors. By investing in targeted training programs, promoting ethical leadership, and considering the external influences on officers, agencies can work towards building a culture of integrity within law enforcement. These strategies should be implemented collectively and continuously evaluated to adapt to evolving challenges and maintain public trust in the police force.

Firstly, agencies should invest in additional integrity education for future commissioned officers. Kwakye-Nuako et al. (2022) emphasize that well-designed ethics training can positively influence police attitudes and contribute to a culture of integrity. By addressing historical challenges of police corruption through targeted training programs, agencies can lay the foundation for improved integrity within the organization.

Effective leadership plays a crucial role in maintaining police integrity. Bakri, Said, and Karim (2015) stress the importance of upholding ethical values and integrity criteria among leaders in the organization. Ethical leaders set the tone for the entire agency and play a pivotal role in preventing unethical behavior among employees. By fostering a culture of integrity, leaders can promote accountability, discipline, and adherence to rules and regulations within the police force.

It is important to recognize the external context which influences officers' performance and integrity. Collaboration with communities and considering society as a partner can prevent crime rates. The application of problem-oriented policing models and community policing is something that can be developed in the police (Aulina 2019). The police can improve crime control and prevention by working with the community and increasing community involvement as part of a police-community partnership (Aulina 2019). The implementation of community policing as a collaborative approach with the community has the potential to enhance the credibility and integrity of the police by embracing a broader perspective.

Addressing the broader social, political, and economic factors that influence police integrity is essential. Grant (2018) highlights the significance of transforming the organization and the community where the police work. By implementing comprehensive strategies that focus not only on individual training but also on structural and societal changes, agencies can create an environment that supports ethical decision-making and upholds the principles of integrity.

Further Comprehensive Strategy: "Teaching the Elephant to Dance"
Enhancing police integrity in the Indonesian context can be achieved through the adoption of the "teaching the elephant to dance" concept, which recognizes the essential and resistant nature of police culture. This concept emphasizes the need for cultural transformation within the police organization to establish a new culture of integrity. One effective strategy is the establishment of the Integrity Zone WBK (Corruption-Free Zone) and WBBM (Clean and Service-Oriented Bureaucracy Zone) to create an organizational climate that promotes integrity. These zones serve as tangible goals and indicators of an integrity-focused environment.

Furthermore, ethical leadership is crucial in influencing the organizational culture toward integrity. Ethical leaders set the tone for the entire organization, fostering a climate that supports and encourages ethical behavior. By leading by example and promoting ethical values, leaders can inspire a cultural shift within the police force.

These strategies align with the research findings that organizational climate plays a significant role in shaping organizational culture, which in turn influences police integrity (Dahniel 2019; Lim and Sloan 2016). Organizational culture acts as a factor that can positively impact the development of police integrity. By focusing on changing behavior and promoting an organizational climate conducive to integrity, the challenge of transforming entrenched culture can be addressed. Additionally, the condition of workplace circumstances such as job satisfaction, leadership, and code of conduct will lead to the formation of police integrity (Makayasa, Sitorus, and Setyabudi 2020).

By adopting the "teaching the elephant to dance" concept and implementing strategies such as establishing Integrity Zones and ethical leadership, it is hoped that a new culture of integrity can be realized within the police institution. These efforts will contribute to the enhancement of police integrity and foster public trust in the police force.

Conclusions

In conclusion, the concept of police integrity encompasses various dimensions and aspects, emphasizing the complexity of the construct. Initially, the focus was on individual-level understanding, but it has expanded to include organizational and societal levels. The "rotten-apple" approach ascribed instances of misconduct to distinctive officers, whereas the police integrity framework highlights the influence of the entire institution in shaping individual conduct. This perspective acknowledges the significance of organizational factors, including regulations, internal monitoring systems, and the socio-political and economic context, in maintaining a high standard of police integrity.

The improvement of police integrity focuses on four dimensions, namely organizational regulations, internal control methods, the code of silence, and social, political, and economic conditions. In the realm of organizational rules, it is imperative to have unambiguous and all-encompassing regulations, an array of ethical principles, and continuous ethics education. The implementation of ethics education, integrity evaluation, internal investigation procedures, and disciplinary actions are necessary for the effective execution of internal control methods. To address the issue of the code of silence, it is imperative to cultivate a work environment that promotes transparency and responsibility. This can be achieved by implementing clear protocols for reporting and regularly assessing the effectiveness of the measures taken. The dimension of social, political, and economic conditions requires additional integrity training, ethical leadership, and considering outside factors.

Adopting the "teaching the elephant to dance" concept is recommended in Indonesia. This approach acknowledges the resistant nature of police culture and calls for cultural transformation to establish a new culture of integrity. Strategies such as the establishment of Integrity Zones and ethical leadership can facilitate this transformation. These strategies align with the importance of organizational climate in shaping culture and influencing police integrity. By implementing these strategies and fostering a culture of integrity, it is anticipated that police integrity will be enhanced, leading to increased trust, professionalism, and accountability within the police force.

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