

Optimizing Police Performance: The Role of Standard Operating Procedures (SOP) and Work Ethic in Enhancing Service Quality at the Integrated Police Service Center of Bekasi District

Mengoptimalkan Kinerja Polri: Peran Standar Operasional Prosedur (SOP) dan Etos Kerja dalam Meningkatkan Kualitas Pelayanan di Sentra Pelayanan Kepolisian Terpadu Kabupaten Bekasi

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ABSTRACT

The implementation of Standard Operating Procedures (SOPs) is an essential guideline for managing the flow of tasks and responsibilities, while work ethic plays a crucial role in enhancing motivation and commitment to carrying out duties. This study aims to examine whether the Bekasi Metro Police SPKT (Integrated Police Service Center) section experienced changes in performance after the application of SOPs and work ethic. The study employs a quantitative, verification-based methodology. The research population consisted of 34 police officers from the SPKT section of the Bekasi Metro Police. Data analysis was conducted using SPSS version 27 software to test the hypotheses. The results revealed that the application of SOPs significantly influenced the performance of police officers, with a t-count value of 104.374, which was higher than the t-table value of 2.040. However, work ethic did not significantly affect police performance, with a t-count value of 1.895, which was lower than the t-table value of 2.040. Simultaneously, both the application of SOPs and work ethic had a significant impact on police performance, as indicated by an F-count value of 14.371, which was higher than the F-table value of 3.29. Together, the application of SOPs and work ethic explained 72.2% of the variance in police performance, while 27.8% was influenced by other factors.

Keywords: Application of SOP, Work Ethic, Police Performance

ABSTRAK

Penerapan Standar Operasional Prosedur (SOP) merupakan pedoman yang penting dalam mengatur alur tugas dan tanggung jawab, sementara etos kerja berperan penting dalam meningkatkan motivasi dan komitmen dalam menjalankan tugas. Tujuan penelitian ini adalah untuk mengetahui apakah bagian SPKT Kepolisian Metro Kabupaten Bekasi mengalami perubahan kinerja setelah penerapan SOP dan etos kerja. Penelitian ini menggunakan metodologi kuantitatif dengan pendekatan verifikasi. Populasi penelitian terdiri dari 34 anggota Polri yang bertugas di bagian SPKT Kepolisian Metro Kabupaten Bekasi. Analisis data dilakukan menggunakan perangkat lunak SPSS versi 27 untuk menguji hipotesis. Hasil penelitian menunjukkan bahwa penerapan SOP berpengaruh signifikan terhadap kinerja anggota Polri, dengan nilai thitung sebesar 104,374 yang lebih besar dari nilai ttabel 2,040. Namun, etos kerja tidak berpengaruh signifikan terhadap kinerja anggota Polri, dengan nilai thitung sebesar 1,895 yang lebih kecil dari nilai ttabel 2,040. Secara simultan, penerapan SOP dan etos kerja berpengaruh signifikan terhadap kinerja anggota Polri, dengan nilai Fhitung sebesar 14,371 yang lebih besar dari nilai Ftabel 3,29. Secara bersama-sama, penerapan SOP dan etos kerja menjelaskan 72,2% variasi dalam kinerja anggota Polri, sementara 27,8% dipengaruhi oleh faktor lain.

Kata Kunci: Penerapan SOP, Etos Kerja, Kinerja Anggota Polri

1. Introduction

Human resource management plays a critical role in enhancing the effectiveness, efficiency, and output of any organization. In the case of law enforcement agencies such as the Indonesian National Police (Polri), effective management is crucial to achieving the organization's mission of maintaining security and order. Police organizations, like any other institution, rely on personnel who are trustworthy, knowledgeable, loyal, and deeply committed to the mission (Earlyanti & Hamid, 2023; Jusdijachlan, 2022). To meet these expectations, Polri must prioritize developing human resources that are competent, forward-looking, and share common values and goals (Putra & Kusumastuti, 2023).

Bekasi District, a satellite city to the bustling capital Jakarta, has become one of Indonesia's largest business hubs. As the population grows and the region becomes an industrial powerhouse, maintaining public order and security in such a dynamic area presents unique challenges. The transition of the Bekasi Police to the Metro Jaya Regional Police Command was a strategic response aimed at enhancing response times and increasing security in this densely populated and rapidly developing urban region (Zulkarnain & Sulisty, 2021). This restructuring has involved upgrades to facilities, personnel numbers, and the integration of advanced technology, transforming Polres Metro Kabupaten Bekasi into a more capable and responsive force (TARIGAN & SITUMORANG, 2023).

The performance of the police officers at Polres Metro Kabupaten Bekasi in maintaining security and public order has been generally effective. By adopting a community-based policing strategy and a swift response to various criminal cases, the force has shown promising results. This includes efforts to increase patrols, conduct legal education campaigns, and build solid partnerships with the community to foster a safer and more cooperative environment (Kurniawan & Dewi, 2018). Continued investment in technology and modern facilities has enabled the police to improve public service quality, providing humane and responsive security operations (Paroli & Gani, 2023).

However, while the overall performance metrics such as case resolution rates and operational effectiveness show positive trends, there are still areas that require attention. Data from 2021 to 2023 reveal that while the completion rates for criminal cases and the effectiveness of security operations are improving, they still fall short of the set targets. The police force has increased the number of operations and prevention programs each year, yet the full potential of these efforts has not been realized, as indicated by the lag in achieving the set performance targets (Windarko et al., 2023).

An initial study conducted on the performance of Polri officers in Bekasi revealed several key areas for improvement. Respondents from a sample of 30 officers expressed concerns over the quality of work, initiative, and competency within the force. While many rated punctuality and communication positively, there was a significant number of responses highlighting issues such as lack of initiative, low work skills, and insufficient problem-solving abilities (Susanto & Lestari, 2020). These findings suggest a gap in the professional development of officers, which may be hindering their overall performance and limiting their ability to meet the department's objectives (Rahmah et al., 2021).

The application of Standard Operating Procedures (SOPs) plays a pivotal role in ensuring consistency and accountability within Polri. SOPs help to set clear guidelines for tasks and actions, preventing deviations and enhancing efficiency in task execution (Zulkarnain & Sulisty, 2021; Purnomo & Setiawan, 2020). Despite their importance, the adherence to and effectiveness of SOPs in Polres Metro Kabupaten Bekasi have been a point of concern. Preliminary research revealed a

gap in awareness and compliance with SOPs among some officers, which has implications for the consistency and quality of policing services (Setiawan & Wulandari, 2021; Hidayat & Suryani, 2019).

Moreover, the work ethic of officers, characterized by attributes such as discipline, honesty, responsibility, and a strong sense of duty, is equally important in shaping their performance (Teges et al., 2023; Jusdijachlan, 2022). While the police officers in Bekasi show a relatively positive attitude toward their responsibilities, issues such as low levels of initiative and commitment to their duties have been flagged (Ningsih & Hartono, 2021). These deficiencies in work ethic contribute to inefficiencies and missed opportunities to enhance service delivery and performance outcomes (Wijayanti & Prasetyo, 2020).

This research aims to address these gaps by analyzing the relationship between the implementation of SOPs, work ethics, and police performance in Polres Metro Kabupaten Bekasi. Existing studies have examined the role of SOPs in improving employee performance in other sectors (Windarko et al., 2023; TARIGAN & SITUMORANG, 2023), but there remains a lack of in-depth analysis within the context of the Indonesian police force. This study will contribute to a better understanding of how SOPs and work ethic influence the effectiveness of police officers, particularly in a dynamic urban setting like Bekasi (Zakiria et al., 2023). By addressing these issues, the study will provide valuable insights for policy-making, training programs, and strategies to improve police performance and public trust.

The urgency of this research is highlighted by the pressing need to enhance police effectiveness in a rapidly growing area. Given the critical role the police play in maintaining public order and security, it is essential to identify and address the factors that affect their performance. Improving compliance with SOPs, fostering a stronger work ethic, and addressing the gaps identified in preliminary research are essential steps toward optimizing the performance of Polres Metro Kabupaten Bekasi. The findings of this study will not only inform local police practices but also contribute to broader discussions on improving law enforcement strategies across Indonesia (Earlyanti & Hamid, 2023; Zakiria et al., 2023).

2. Literature Review

Definition of Standard Operating Procedure (SOP) Implementation

The implementation of Standard Operating Procedures (SOPs) refers to a structured method or protocol designed to ensure that all activities or processes within an organization are conducted in a consistent and standardized manner. SOPs aim to enhance operational efficiency, minimize errors, and guarantee that all members of the organization perform their duties according to established procedures. Effective SOP implementation contributes to improved quality, organizational effectiveness, and performance by providing clear guidelines for executing tasks and responsibilities. The application of SOPs is commonly assessed through indicators such as compliance, awareness, involvement, efficiency, and the ability to solve problems based on the stipulated guidelines.

Definition of Work Ethic

Work ethic is defined as the set of attitudes, values, and behaviors reflected in the way individuals or groups carry out their work or responsibilities. A strong work ethic is characterized by a willingness to work extra hours, take responsibility, and demonstrate enthusiasm in achieving goals. High levels of productivity, better job outcomes, and a healthy and positive work atmosphere often result from a strong work ethic. Furthermore, it reflects a professional attitude and a deep

commitment to one's duties. Key indicators of work ethic include diligence, discipline, honesty, responsibility, and perseverance in fulfilling assigned tasks.

Definition of Police Officer Performance

The performance of police personnel refers to the level of success and results achieved by officers in fulfilling their mandated duties. In the context of law enforcement and maintaining public order, performance encompasses several dimensions such as efficiency, quality, effectiveness, and discipline in carrying out tasks. A police officer is not only considered to be performing well when objectives are met, but also when they exhibit professionalism, integrity, and community engagement. The performance of police officers is generally measured using indicators such as work quality, timeliness, initiative, effective communication, and overall competence—including technical knowledge, procedural understanding, and adaptability to situational demands.

Conceptual Framework

1. **The Impact of SOP Implementation on Police Performance** : SOP implementation significantly affects the performance of police officers by serving as a systematic and structured operational guideline. With SOPs in place, officers are equipped with clear instructions on procedures, enabling improved efficiency, consistency, and precision in task execution. Prior research supports the claim that SOPs contribute positively to employee productivity and are among the critical factors influencing the successful completion of duties in the police force. Studies have shown a notable improvement in output following the introduction of well-structured SOPs.
2. **The Impact of Work Ethic on Police Performance** : Work ethic plays an essential role in influencing police performance. Officers with a high work ethic tend to exhibit stronger commitment, discipline, responsibility, and dedication to their duties. Research findings reveal that work ethic significantly enhances employee performance. In various organizational settings, a strong work ethic has been linked to higher levels of productivity and better outcomes.
3. **The Combined Effect of SOP Implementation and Work Ethic on Police Performance**: Integrating a high level of work ethic with the effective implementation of SOPs can foster a professional and productive work environment, enabling officers to deliver better public services. Studies suggest that both elements significantly influence performance outcomes when applied in tandem. A structured SOP system allows staff to follow effective work processes, reduce mistakes, and operate efficiently. Consequently, employees—particularly in the law enforcement context—are able to perform better with clearly defined operational guidelines and a strong ethical foundation.

Research Hypotheses

Based on the conceptual framework above, the hypotheses of this study are formulated as follows:

H1: There is a partial influence of SOP implementation on the performance of police officers at Polres Metro Kabupaten Bekasi.

H2: There is a partial influence of work ethic on the performance of police officers at Polres Metro Kabupaten Bekasi.

H3: There is a simultaneous influence of SOP implementation and work ethic on the performance of police officers at Polres Metro Kabupaten Bekasi.

3. Methods

This study employs a quantitative verifikatif (verification-based) approach, focusing on analyzing the relationship between independent and dependent variables through statistical methods. The variables examined include the implementation of Standard Operating Procedures (SOP) as the first independent variable (X1), work ethic as the second independent variable (X2), and police officer performance as the dependent variable (Y). The research was conducted at the Polres Metro Kabupaten Bekasi, an urban police district experiencing rapid development and increased security demands. The study aims to verify the extent to which SOP implementation and work ethic influence police performance, providing empirical evidence for organizational development in a law enforcement context.

A saturated sampling technique was used, involving all members of the population, totaling 34 respondents—comprising active police officers within the Bekasi police department. Data were collected through structured questionnaires designed to capture perceptions and experiences related to SOP compliance, individual work ethic, and job performance. The analysis was carried out using multiple linear regression to determine the strength and significance of relationships between variables. Additionally, the SPSS statistical software was utilized to assist in processing and interpreting the data, enabling the identification of correlation patterns and drawing conclusions based on empirical findings. The ultimate objective of this research is to contribute to strategic decision-making for performance improvement within the Indonesian National Police.

4. Results and Discussion

Instrument Testing

Validity Test

All variable items in the questionnaire have validity scores above 0.60, indicating that each item is valid and suitable for use in this study.

Table 1. Validity Test

Variable	Validity Score
SOP Implementation (X1)	0,052
Work Ethic (X2)	0,057
Police Performance (Y)	0,055

Source: Primary Data Processed, 2024

Reliability Test

All variables show Cronbach's Alpha values above 0.60, indicating good internal consistency and reliability.

Table 2. Reliability Test

Variable	Cronbach's Alpha
SOP Implementation (X1)	0,056
Work Ethic (X2)	0,059
Police Performance (Y)	0,058

Source: Primary Data Processed, 2024

Classical Assumption Tests

Normality Test

The Kolmogorov-Smirnov test shows a significance value of 0.116 (> 0.05), indicating that the data is normally distributed.

Table 3. Normality Test

Test	Significance Value
Kolmogorov-Smirnov	0,081

Source: SPSS Output, Processed Primary Data, 2024

Multicollinearity Test

The Tolerance value for both independent variables is above 0.10, and the VIF is below 10, suggesting no multicollinearity issues.

Table 4. Multicollinearity Test

Variable	Tolerance	VIF
X1 (SOP)	0,685	1.013
X2 (Work Ethic)	0,685	1.013

Source: SPSS Output, Processed Primary Data, 2024

Heteroscedasticity Test

Both X1 and X2 have significance values greater than 0.05, indicating no heteroscedasticity in the regression model.

Table 5. Heteroscedasticity Test

Variable	Significance Value
X1 (SOP)	0,145
X2 (Work Ethic)	0.061

Source: SPSS Output, Processed Primary Data, 2024

Multiple Linear Regression Analysis

The regression equation based on the SPSS output is:

$$Y = 1.552 + 0.120X_1 + 0.134X_2 + e$$

Table 6. Regression Coefficients

Variable	Coefficient
Constant	1.552
SOP Implementation (X1)	0,083
Work Ethic (X2)	0,093

Source: SPSS Output, Processed Primary Data, 2024

Hypothesis Testing

t-Test (Partial Test)

H1 ($X_1 \rightarrow Y$): Significance = 0.001 < 0.05, t-count = 3.425 > t-table = 2.040 → H1 is accepted.

H2 ($X_2 \rightarrow Y$): Significance = 0.078 > 0.05, t-count = 1.895 < t-table = 2.040 → H2 is rejected.

Table 7. t-Test Results

Hypothesis	Significance	t-Count	t-Table	Result
H1: $X_1 \rightarrow Y$	0.001	3.425	2.040	Accepted
H2: $X_2 \rightarrow Y$	0.078	1.895	2.040	Rejected

Source: SPSS Output, Processed Primary Data, 2024

F-Test (Simultaneous Test)

The simultaneous influence of X_1 and X_2 on Y is significant, as shown by a significance value of 0.000 and F-count = 14.307 > F-table = 3.29.

Table 8. F-Test Result

F-Count	F-Table	Significance	Conclusion
14.307	03.29	0.000	H3 Accepted

Source: SPSS Output, Processed Primary Data, 2024

Coefficient of Determination (R^2 Test)

The R^2 value is 0.722, indicating that SOP implementation and work ethic together explain 72.2% of the variance in police performance, while the remaining 27.8% is influenced by other factors.

Table 9. Coefficient of Determination

R Square	Explained Variance (%)	Unexplained Variance (%)
0,722	72,2	27.8

Source: SPSS Output, Processed Primary Data, 2024

Discussion

The results of the statistical analysis show that the implementation of Standard Operating Procedures (SOPs) has a significant influence on the performance of police officers within the SPKT unit at Polres Metro Bekasi Regency. The significance value of 0.001 indicates a strong correlation, as it is far below the 0.05 threshold typically used to determine statistical relevance. This suggests that the relationship is not coincidental but meaningful. Additionally, the t-count value exceeds the critical t-table value, providing further evidence of a positive and measurable effect. In practice, this means that when officers adhere to clearly defined SOPs, their tasks are carried out more systematically, resulting in greater consistency, efficiency, and accountability. A structured set of procedures helps minimize errors, standardize responses in various situations, and enhances coordination among personnel, ultimately leading to improved overall performance in fulfilling duties and public service delivery.

On the other hand, the analysis reveals that work ethic, when assessed independently, does not have a statistically significant effect on the performance of the officers. Although work ethic encompasses essential values such as responsibility, discipline, and diligence, the statistical

outcome suggests that these qualities alone may not directly translate into improved performance outcomes in this specific organizational context. The probability value exceeds the accepted significance threshold, and the t-count value is lower than the critical value, indicating the lack of a strong individual impact. One possible explanation is that in structured institutions like the police, where procedures and hierarchies are firmly established, adherence to protocol and command may outweigh individual motivation or attitude in determining job effectiveness. Therefore, while work ethic remains an important personal attribute, it may not be sufficient on its own to elevate performance unless paired with clear procedural guidance and operational support.

The simultaneous testing, however, shows that the combination of SOP implementation and work ethic significantly influences performance when analyzed together. The significance value is well below the 0.05 level, and the F-count value surpasses the F-table benchmark, confirming a strong collective effect. This finding highlights that performance is not solely shaped by one factor, but rather by the integration of procedural structure and individual commitment. When officers are both well-guided by standardized procedures and personally committed to their responsibilities, the work environment becomes more effective, professional, and productive. The synergy between a disciplined system and internal motivation ensures that tasks are performed not only correctly but also with initiative and purpose. This suggests that to achieve optimal performance, especially in high-stakes environments such as law enforcement, organizations must balance clear operational standards with efforts to cultivate strong personal values among their members.

5. Conclusion

The findings of this study indicate that the implementation of Standard Operating Procedures (SOP) has a significant impact on the performance of police officers at Polres Metro Bekasi Regency. The statistical analysis confirms that proper and standardized application of SOPs contributes positively to task execution, consistency, and overall operational efficiency. In contrast, the influence of work ethic, when analyzed independently, does not show a statistically significant effect on performance. This suggests that while work ethic remains a valuable personal attribute, it does not directly determine performance outcomes unless reinforced by structured operational systems. However, when examined simultaneously, both SOP implementation and work ethic together have a significant joint influence on improving performance. This implies that the combination of well-established procedures and personal commitment results in a more productive, accountable, and professional work environment.

Given the significant role SOPs play in enhancing performance, it is essential for the police institution to prioritize continuous improvement and consistent implementation of these procedures across all levels. Standardized guidelines must be clearly communicated, regularly evaluated, and strictly enforced to ensure that officers have clear direction in executing their responsibilities. This will not only reduce the likelihood of errors but also improve coordination and service delivery. While work ethic did not show a direct effect in this study, efforts to strengthen internal values such as discipline, responsibility, and initiative should still be encouraged, particularly as they can enhance the impact of SOP adherence when developed together. Therefore, a dual approach—reinforcing structural frameworks and cultivating positive work culture—should be adopted to optimize overall police performance.

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