



IMPLEMENTATION OF THE REGULATION OF THE NATIONAL POLICE CHIEF NUMBER 13 OF 2016 CONCERNING INTERNAL SECURITY (PAMINAL) FOR MEDAN POLICE PERSONNEL

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ABSTRACT

This study aims to analyze the implementation of Police Regulation (Perkap) No. 13 of 2016 concerning Internal Security (Paminal) at Polrestabes Medan, focusing on its effectiveness in preventing disciplinary violations and identifying optimization strategies. The research employs a juridical-normative method with a descriptive-analytical approach. Data were collected through documentary analysis of relevant legal regulations and interviews to obtain an empirical overview of field conditions. The findings reveal that although the regulation provides a clear legal structure and comprehensive normative framework, its implementation remains suboptimal. A gap persists between law in the books and law in action, influenced by internal legal culture, misplaced corporate solidarity, and structural limitations. Enforcement is constrained by limited personnel, inadequate specialized competence, restricted independence, and insufficient infrastructure. Efforts to optimize implementation include capacity building, strengthening integrity values, and enhancing transparency. Sustainable improvement, however, requires strong leadership commitment and long-term transformation of internal legal culture.

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INTRODUCTIONS

The implementation of internal security (Paminal) is an integral part of the supervision and coaching system within the National Police. The existence of Paminal has a dual role: on the one hand as a guardian of personnel integrity, and on the other hand as a protector of the institution from potential crises due to deviations in the behavior of its members. In this context, the National Police Chief's Regulation Number 13 of 2016 is a strategic normative framework to regulate the role, function, and work mechanism of Paminal in a systemic and sustainable manner. (Ivona et al., 2025)

The National Police Chief's Regulation not only provides a clear legal basis, but also directs the implementation of internal supervision to be more measurable and professional. Article after article in this regulation provides

technical provisions regarding the implementation of internal security, starting from the stages of prevention, early detection, to the follow-up process for violations. In addition, this regulation emphasizes the importance of synergy between the Paminal unit and the Propam Division and other functional units, so that supervision can run comprehensively and not fragmented.

In its implementation at the regional level, the existence of the Paminal function is very important, especially in areas with high social dynamics such as the city of Medan. As one of the largest cities in Indonesia, Medan has a diverse complexity of social and legal problems, ranging from conventional crimes to social conflicts. This certainly requires high preparedness and professionalism from the police officers, especially within the Medan City Resort Police (Polrestabes). (Sioti et al., 2019; Yusuf, 2024)

The Medan Police has a complex organizational structure and a large number of personnel, and faces dynamic security challenges. In this context, the implementation of internal security is a very crucial aspect in maintaining discipline and personnel performance. However, in reality, there are still often various forms of violations committed by members of the police, such as abuse of authority, unethical actions, and involvement in practices that harm the image of the institution.

However, in its implementation in the field, the implementation of this rule does not always go as expected. There is still a gap between ideal policies and the reality on the ground. In the context of the Medan Police, various challenges are faced, including: low reporting of violations due to the culture of silence (code of silence), lack of technical training for Paminal officers, limited resources, and social and structural pressure in handling cases of disciplinary violations.

Medan as a metropolitan city on the island of Sumatra has its own challenges for police personnel. The Medan Police, as the largest regional unit in the jurisdiction of the North Sumatra Police, is responsible for the management of security and law enforcement in a very dense and heterogeneous area socially, economically, and culturally. In the midst of high operational pressure, members of the police force often face a dilemma between the demands of professionalism and the temptations of violation, such as abuse of authority, extortion, or non-compliance with fixed procedures (protap). (Arnold et al., 2021; Darmadi et al., 2022; Ivona et al., 2025)

Various reports from the mass media and the findings of internal monitoring institutions show that the problem of disciplinary violations by members of the National Police is still a serious concern. Not a few cases then emerged to the public and caused a negative perception of the performance of the police. In some cases, the weak internal supervision function is one of the factors that cause violations to be detected early, or even the occurrence of neglect of actions that are not in accordance with the values of Tribrata and Catur Prasetya as moral and professional guidelines of the National Police.

This fact shows that there are challenges in the implementation of the National Police Chief's Regulation Number 13 of 2016 consistently and effectively in the field. Various structural, cultural, and technical obstacles can hinder the optimization of Paminal's functions, including the lack of professional human resources with high integrity, the lack of supporting facilities and infrastructure, and the resistance from internal institutions to strict supervision mechanisms. In addition, organizational cultures that tend to be closed and hierarchical are also often an obstacle to the implementation of objective and transparent internal supervision. (Faldi et al., 2023; Oka et al., 2022)

On the other hand, the success of the Paminal function does not only depend on the firmness of the rules or the completeness of the system, but is also highly determined by the commitment of the leadership and all ranks of the police in creating a clean and integrity work culture. In this case, the role of the leadership of the Medan Police is very important in setting an example and ensuring that every member understands and complies with the applicable regulations. In this situation, the role of internal supervision is needed to re-enforce the principle of clean government in the National Police. The Paminal function is expected to be able to detect the initial symptoms of irregularities committed by personnel, as well as take corrective actions before violations develop further and damage the image of the institution. In this case, internal supervision not only serves as a control, but also as a moral and work ethics coach.

In addition, public trust in the National Police is also one of the important indicators of the success of the implementation of Paminal. When the public sees that internal supervision runs objectively and without discrimination, trust in the institution of the National Police will increase. On the other hand, if internal supervision is

weak and tends to protect violations, there will be a negative perception of the National Police as a whole. Public trust in the National Police is very important because it determines the level of social legitimacy of the institution. In various national surveys, public trust in the National Police often fluctuates, depending on how much the public assesses that this institution is capable of handling its internal problems well. Therefore, strengthening internal supervision is a strategic step in an effort to build a clean, service, and professional National Police. (Faldi et al., 2023; Sugianto et al., 2025)

In addition, the existence of information technology and media openness today makes every violation committed by the apparatus quickly become a public spotlight. In the digital age, public accountability is becoming increasingly important, and this requires Paminal's unit to act faster, more transparently, and more accurately in cracking down on violations. Delays or failures in handling cases thoroughly can lead to a broader crisis of legitimacy. Therefore, it is important for each regional unit, including the Medan Police, to review the effectiveness of the implementation of the National Police Chief's Regulation Number 13 of 2016. This research is relevant to examine the extent to which the regulation has been implemented, how it is realized in the Paminal work system, and what obstacles are faced in its implementation. The results of this research are expected not only to be an input for the leadership of the National Police in formulating policies, but also to become an academic reference in the study of police administrative law and the management of police organizations. Through this study, it is important to study in depth how the implementation of the National Police Chief's Regulation Number 13 of 2016 concerning Internal Security within the Medan Police Department. This review will not only describe the extent to which the regulation has been implemented, but will also reveal the various obstacles faced and the efforts made to overcome them.

Based on the above background, the researcher is interested in discussing the research with the title "The Implementation of the National Police Chief's Regulation Number 13 of 2016 concerning Internal Security (Paminal) for Medan Police Personnel". The research on the implementation of the National Police Chief's Regulation Number 13 of 2016 concerning PAMINAL for Medan Police Personnel is very important because it directly touches crucial aspects in the recovery and maintenance of public trust in the National Police. Public trust is an invaluable social capital for law enforcement institutions; Without it, the effectiveness of the implementation of police duties will be hampered. By analyzing how Paminal is implemented in the field, this study can identify factors that support or hinder Paminal's performance in maintaining the integrity of personnel, which in turn will contribute to increasing the legitimacy and acceptability of the National Police in the eyes of the public.

METHOD

This study uses a normative-empirical legal method with analytical descriptive specifications in the form of a descriptive case study. The normative approach is carried out through the study of legal theory, legal principles, doctrines, and laws and regulations related to the implementation of the National Police Chief's Regulation Number 13 of 2016 concerning Internal Security (Paminal). An empirical approach is used to see the implementation of these norms in practice within the Medan Police Department. This study combines a statute approach and a case approach to analyze the suitability between legal norms and the reality of their application in handling disciplinary violations of members of the National Police. (Yanova et al., 2023)

The data source consists of primary data and secondary data. Primary data was obtained directly from the field through in-depth interviews with parties related to the implementation of Paminal at the Medan Police. Secondary data were obtained through literature studies that included primary legal materials (laws and regulations and legal principles), secondary legal materials (literature, doctrine, and expert opinions), and tertiary legal materials that provided additional explanations of the two materials.

The data collection procedure is carried out through literature studies and field research. The data collected then goes through the examination stage (editing) to ensure completeness and accuracy, reconstruction to compile the data systematically and logically, and systematization according to the framework of the discussion. Data analysis was carried out in a qualitative descriptive manner with an inductive method, namely describing specific facts found

in the field, then drawing general conclusions about the effectiveness of the implementation of Perkap No. 13 of 2016 in internal supervision at the Medan Police.

RESULT AND DISCUSSIONS

Effectiveness of the Implementation of Police Chief Regulation Number 13 of 2016 concerning Internal Security (Paminal) in Preventing and Handling Disciplinary Violations by Medan Police Personnel

Critically, although the National Police Chief's Regulation Number 13 of 2016 has provided a fairly comprehensive framework, its meaning in practice in the Medan Police needs to be further examined. Has this legal substance been uniformly translated in each case? Is there too much room for interpretation that causes inconsistencies in the imposition of sanctions? Such inconsistencies can undermine the deterrent and fairness effect, as Friedman emphasizes that the substance of a law that is not applied consistently will undermine the predictability and legitimacy of the law itself. Therefore, clarity of substance should be supported by strict implementation guidance.

Second, law enforcement factors, in this case Paminal personnel at the Medan Police, play a central role in determining the effectiveness of regulations. Competence, integrity, professionalism, and independence of Paminal personnel are absolute prerequisites. Paminal personnel must have a deep understanding of the law, reliable investigative skills, and moral courage to act indiscriminately. Without these qualities, even the most perfect regulations will be difficult to implement effectively. (Budi et al., 2025; Sari et al., 2025)

However, in practice, the effectiveness of these law enforcement factors often faces challenges. The limited number of Paminal personnel, the lack of ongoing specialization training, or even internal and external pressures, can affect the objectivity and speed of case handling. If Paminal personnel are not completely independent of hierarchy or peer influence, then the integrity of the process of handling violations can be questioned, ultimately reducing the effectiveness of regulations in enforcing discipline.

Third, adequate facilities and infrastructure are also factors that determine effectiveness. This includes operational budgets, office facilities, investigative support technology, secure and easily accessible reporting systems (e.g., internal complaint applications), and means of transportation. The availability of adequate facilities and infrastructure will support the smooth implementation of Paminal's duties, starting from early detection to the case handling process. Critically, in the Medan Police, the availability of facilities and infrastructure for Paminal may not be fully optimal. Budget constraints can hinder the procurement of modern investigative technology or the necessary training programs. A less integrated reporting system or does not guarantee the confidentiality of the whistleblower can also reduce the interest of personnel to report violations. Friedman asserts that without adequate infrastructure support, the structure and substance of the law will be difficult to move from the realm of "law in the books" to an effective "law in action." (Sugianto et al., 2025; Syahputra et al., 2025)

Fourth, the legal awareness of the community, in this context is the legal awareness of Medan Police personnel, greatly affects the effectiveness of prevention. Intensive and continuous socialization of the National Police Chief's Regulation Number 13 of 2016, as well as an understanding of the consequences of violations, is key. If personnel have a high level of legal awareness and internalize disciplinary and ethical values, then prevention efforts will be more effective because they are driven by self-awareness, not just fear of sanctions. However, this effectiveness can be hampered if socialization is only a formality or does not touch the internalization aspect of values. Personnel may be aware of the existence of a regulation, but may not necessarily understand its essence or feel morally bound to obey it. This gap between knowledge and behavior can reduce the deterrence of regulation, as personnel may look for loopholes or feel they can evade sanctions. (Tohari, 2021)

Fifth, legal culture, both internal and external, is the most complex factor and is often the main determinant of effectiveness. The internal legal culture at the Medan Police, which includes the values of corps solidarity, work ethic, and perception of internal supervision, has a significant impact. If the erroneous culture of the "corps" is more dominant than the value of accountability, personnel are less likely to report or even protect offending colleagues, creating a "wall of silence" that hinders early detection and handling of violations. Critically, an internal legal culture that is resistant to scrutiny is the biggest challenge to Paminal's effectiveness in preventing and dealing with violations.

Personnel may have a negative perception of Paminal, viewing it as a threat rather than a partner in maintaining integrity. This cultural change requires time, strong leadership, and a sustained program of ethical internalization to shift the paradigm from "protecting peers" to "upholding truth and justice" within the institution. (Pramudy & Yusuf, 2025; Suardika et al., 2025)

In addition, external legal culture, namely public perception and expectations of the National Police, also affects effectiveness. Public pressure for transparency and accountability can be a catalyst for Paminal to act more decisively and objectively. However, a low level of public trust can make Paminal's efforts less appreciated, even when they succeed in cracking down on violations. The effectiveness of Paminal, in a broad sense, is measured not only by the statistics of case handling, but also by its contribution to increasing public trust. Overall, the effectiveness of the implementation of the National Police Chief's Regulation Number 13 of 2016 in the Medan Police in preventing and handling personnel discipline violations shows the complexity of interaction between factors. Although the substance of the law has existed and the structure of Paminal has been established, its effectiveness still faces significant challenges from law enforcement factors (quality and independence), infrastructure (limited resources), legal awareness (internalization of values), and especially legal culture (internal resistance and external perception).

The gap between the ideal goal of regulation and the reality of its implementation on the ground indicates that the "law in the book" has not yet fully become an effective "law in action". Prevention of violations is still not optimal due to gaps in the socialization and internalization of values, as well as a culture that does not fully support transparency. The handling of violations, despite having procedures in place, is often hampered by the issue of independence and consistency of sanctioning. (Astuti et al., 2025; Manurung et al., 2022)

The implication of this effectiveness analysis for the Medan Police is the need for a holistic and integrated Paminal strengthening strategy. It is not enough to strengthen just one aspect. It is necessary to revise and improve the substance of the law to be more adaptive, improve the quality and quantity of Paminal personnel, allocate adequate infrastructure facilities, and continue socialization and value internalization programs. Most importantly, efforts to change the culture of internal law must be a top priority. This includes building trust in Paminal, encouraging safe *whistleblowing* mechanisms, and implementing strict and consistent sanctions indiscriminately to create a real deterrent effect. Only by overcoming the challenges in all of these legal effectiveness factors, Paminal can function optimally as the front line in maintaining the integrity and professionalism of the National Police, as well as restoring and maintaining public trust.

Effectiveness of Handling Disciplinary Violations Based on the Regulation of the National Police Chief Number 13 of 2016 at the Medan Police

The effectiveness of handling disciplinary violations within the National Police of the Republic of Indonesia is one of the indicators of the success of the implementation of the internal security system as stipulated in the Regulation of the National Police Chief Number 13 of 2016 concerning Internal Security in the National Police. This regulation provides a legal framework and operational guidelines for all police units, including the Medan Police, in carrying out the functions of supervision, enforcement, and coaching against personnel who commit disciplinary violations. The goal is to enforce official rules, strengthen the moral integrity of members, and maintain the honor and image of the police institution in the eyes of the public.

From the perspective of police administrative law, the effectiveness of handling disciplinary violations can be measured from the extent to which the implementation of internal supervision and law enforcement functions is able to produce changes in personnel behavior for the better. At the Medan Police, the implementation of this function is carried out by the Internal Security Unit (Paminal) under the coordination of the Professional and Security Section (Si Propam). This unit has the main task of conducting examinations, clarifications, and disciplinary investigations against members who are suspected of violations. The implementation of these duties reflects the application of the legal principle of *lex specialis*, where Paminal has special authority in enforcing disciplinary rules within the internal environment of the National Police. (Hertika, 2020; Sukarnita & Surata, 2021)

The effectiveness of handling disciplinary violations at the Medan Police can be seen from the work mechanism of Paminal which is oriented towards objective and transparent legal procedures. When a violation occurs, Paminal

immediately takes initial clarification actions to identify the facts and evidence of the violation. This process is carried out based on Government Regulation Number 2 of 2003 concerning Disciplinary Regulations for Police Members, which is the legal basis for the implementation of disciplinary examinations. After the clarification and examination process is completed, the results will be stated in the examination minutes which then become the basis for determining sanctions according to the level of error of the personnel concerned.

In addition to repressive enforcement, Paminal also applies restorative approaches and coaching as part of the legal strategy in enforcing discipline. This approach aims to not only punish offenders, but also educate and improve behavior so as not to repeat similar mistakes. Thus, the implementation of disciplinary sanctions is not only corrective but also educational, in accordance with the spirit of personnel development in the police legal system.

From the results of internal evaluation, the implementation of the National Police Chief's Regulation Number 13 of 2016 at the Medan Police has made a real contribution to the reduction in the number of disciplinary violations in recent years. This shows that the supervision and enforcement system run by Paminal is starting to run effectively. This effectiveness is also influenced by the improvement of the professionalism of Paminal personnel, the application of information technology in the reporting and supervision system, and cross-functional cooperation with the HR department and other work unit leaders. (Arifin, 2025; Utomo, 2025)

However, the effectiveness of handling disciplinary violations is inseparable from a number of structural and cultural constraints. One of the main obstacles is the limited number of Paminal personnel compared to the total number of members of the Medan Police. This condition causes supervision not always to be carried out comprehensively in all functional units. In addition, an excessive culture of internal solidarity sometimes becomes a psychological barrier for personnel to report violations committed by peers. Another obstacle that is quite prominent is the lack of legal awareness of some personnel in understanding the meaning of discipline as a moral and professional obligation attached to police duties.

To overcome these obstacles, the Medan Police through the Paminal Unit has taken various strategic steps to increase the effectiveness of handling disciplinary violations. Efforts made include strengthening the tiered supervision system, where each superior is required to carry out direct supervision of his subordinates. In addition, the capacity building of Paminal's human resources is carried out through professional training and technical coaching in order to be able to carry out disciplinary examinations with an objective, transparent, and procedural legal approach. (Keysha & Abduh, 2024; Sawir et al., 2023)

In terms of organizational policies, the Medan Police also developed a digital surveillance system based on electronic reporting to speed up the process of detecting and handling violations. The use of this technology not only increases efficiency, but also strengthens the principles of accountability and transparency as emphasized in the National Police Chief Regulation Number 13 of 2016. With a digital reporting system, every violation can be tracked, documented, and processed faster and can be monitored directly by unit leaders.

From a legal sociological perspective, the effectiveness of handling disciplinary violations at the Medan Police also reflects the development of collective awareness that violations of official norms are a form of deviation from the basic values of the police. Paminal's success in enforcing disciplinary rules provides a deterrent effect and at the same time serves as an example for other members not to commit violations. The handling process that is carried out openly and professionally fosters public trust in the National Police, because the public sees that the police institution not only enforces the law against citizens, but also against its own members.

Thus, the effectiveness of handling disciplinary violations based on the Regulation of the National Police Chief Number 13 of 2016 at the Medan Police can be said to be quite successful in building an internal supervision system with justice and integrity. The application of objective inspection mechanisms, continuous coaching, and the application of transparent information technology are the main factors in strengthening personnel discipline. Although there are still some technical and cultural obstacles, the institutional commitment to consistently enforce the law has shown positive results in increasing professionalism and public trust in the Medan Police as a law enforcement institution with integrity. (Budi et al., 2025; Tohari, 2021)

Efforts Made by the Paminal Unit in Optimizing the Implementation of Internal Security at the Medan Police

The implementation of internal security by the Paminal Unit within the Medan Police, as mandated by the Regulation of the National Police Chief Number 13 of 2016, is a manifestation of the commitment of the National Police institution to maintain the integrity and professionalism of its personnel. However, in its implementation, the Paminal Unit is inseparable from various complex obstacles, which significantly affect its effectiveness in preventing and handling disciplinary violations. A critical analysis of these constraints, as well as the efforts that have been made, requires a comprehensive theoretical framework, referring to the theory of legal effectiveness of Soerjono Soekanto (2008) and the theory of the legal system of Lawrence M. Friedman (1975), as well as previous studies on the implementation of police policies and bureaucracy.

One of the main obstacles faced by the Paminal Unit at the Medan Police is the limitation of facilities and infrastructure, as well as the legal structure that is not fully optimal. Limited operational budgets, the number of Paminal personnel that is not proportional to the number of police personnel supervised, and the lack of modern investigative support facilities, are real obstacles. According to Soekanto (2008), inadequate facilities and infrastructure can directly reduce the capacity of law enforcement to carry out their duties effectively. In the context of Friedman (1975), legal structures, although they have existed formally, cannot function optimally if their real capacities (human and material resources) do not support them, thus creating a gap between "law in books" and "law in action". (Alhdapassa, 2023; Yusuf, 2024)

Critically, these structural and infrastructure constraints are not just technical problems, but have profound implications for the legitimacy and credibility of Paminal. If Paminal is overwhelmed in following up on every report or conducting proactive supervision due to limited resources, this can lead to the perception that internal supervision is not serious or ineffective. Based on studies, Harahap & Siregar (2022) often highlight that internal oversight units in public institutions are vulnerable to under-resourcing, which in turn weakens their ability to challenge the status quo or crack down on abuses from personnel in higher positions.

The next obstacle is the resistant culture of internal law, in particular the phenomenon of "esprit de corps" or erroneous corps solidarity. This culture, which is an integral part of Friedman's (1975) legal culture, often prioritizes loyalty between members over rule enforcement and institutional integrity. Personnel tend to be reluctant to report violations committed by peers, and there is even a tendency to protect or cover up such actions. This creates a "wall of silence" that is very difficult for the Paminal Unit to penetrate, hindering the early detection function and complicating the evidence collection process (Hermansyah et al., 2023; Sioti et al., 2019)

The critical meaning of this cultural constraint is that it fundamentally undermines the legal substance of the National Police Chief's Regulation Number 13 of 2016. Although the regulations have established clear norms regarding violations and sanctions, a culture that refuses supervision can make those norms ineffective in practice. This phenomenon is also related to the factor of personnel legal awareness (Soekanto, 2008), where knowledge of the rules is not always directly proportional to the willingness to comply with them or report violations. This misguided loyalty is the main obstacle to the realization of true internal accountability.

In addition, obstacles related to law enforcement factors (Paminal personnel) themselves, especially regarding independence and objectivity, are also a challenge. Although the National Police Chief's Regulation Number 13 of 2016 has given clear authority, in practice, Paminal personnel may face pressure from their direct superiors or other influential parties. If Paminal's independence is compromised, objectivity in the investigation and sanctions process can be questioned, ultimately reducing personnel's confidence in the internal oversight system. (Agustini et al., 2021; Saragih et al., 2021)

Critically, a lack of independence can create a perception of discrimination or favoritism in the handling of cases, where violations by certain personnel are dealt with firmly while others are ignored. This not only undermines the legal substance (consistency of the application of rules), but also weakens the legal culture that is supposed to support fair law enforcement. Friedman (1975) emphasized that the legitimacy of the legal system is highly dependent on the perception of justice and consistency in its application, and if this is eroded, the effectiveness of the law will decrease drastically.

Responding to these various obstacles, the Paminal Unit at the Medan Police has made various efforts to optimize the implementation of internal security. The first effort is focused on strengthening law enforcement factors

and legal structures through internal capacity building. This includes ongoing training for Paminal personnel to improve investigative competence, regulatory understanding, and the ability to manage conflicts of interest. In addition, efforts are also made to propose additional personnel and the procurement of more modern infrastructure, although it is often hit by budget limitations.

The second effort focuses on transforming the internal legal culture through a persuasive and educational approach. This is done through the socialization of the National Police Chief's Regulation Number 13 of 2016 which is more intensive and participatory, not only as a formality, but as a means to internalize the values of integrity and anti-corruption. Ethics programs, focus group discussions, and internal campaigns that emphasize the importance of accountability and professionalism are designed to transform the erroneous paradigm of "esprit de corps" into positive solidarity in maintaining the good name of the institution. (Ivona et al., 2025; Nugroho, 2023)

The third effort is to increase transparency and accountability in the process of handling violations. The Paminal Unit strives to ensure that each report is followed up professionally, objectively, and in accordance with procedures. This includes efforts to maintain whistleblower confidentiality through safer and more reliable whistleblowing mechanisms, as well as ensuring consistent and proportionate imposition of sanctions indiscriminately. This transparency is expected to build trust among personnel that Paminal is a fair and reliable mechanism.

Critically, although these optimization efforts demonstrate the commitment of the Paminal Unit, their effectiveness still needs to be evaluated on an ongoing basis. Changing the legal culture, for example, is not an instant process, but rather requires time, consistency, and full support from the top leadership. Based on a study by Prasetyo (2020), police reform often shows that resistance to cultural change is one of the biggest obstacles to achieving sustainable accountability. Without profound cultural change, structural and substantive efforts will probably become mere "cosmetics."

In addition, efforts to strengthen Paminal's independence are also key. Despite the regulations that govern it, implementation on the ground is often faced with internal political realities. Stronger mechanisms are needed to protect Paminal personnel from intervention, as well as ensure that their decisions are based solely on facts and law, not pressure or interests. Without strong independence, Paminal will struggle to effectively crack down on offenses involving high-ranking personnel or having strong connections. (Darmadi et al., 2022; Sioti et al., 2019; Yusuf, 2024)

In closing, the obstacles faced by the Paminal Unit at the Medan Police in optimizing the implementation of internal security are a complex reflection of the interaction between legal factors, law enforcement, infrastructure, legal awareness, and legal culture. The optimization efforts made, although appreciable, must continue to be strengthened and critically evaluated. Only by addressing the gap between "law in the book" and "law in action" through a holistic approach that targets capacity building, cultural transformation, and ensuring independence can the Paminal Unit achieve its maximum effectiveness in maintaining the integrity and professionalism of the National Police, as well as restoring and maintaining public trust.

CONCLUSION

The implementation of the National Police Chief's Regulation Number 13 of 2016 concerning Internal Security (Paminal) in the Medan Police has been carried out formally with the formation of the Paminal Unit as an internal supervision structure that has clear duties and authorities. The substance of the regulation has provided a comprehensive normative framework regarding the classification of violations, examination procedures, and sanction mechanisms. However, this study found a gap between normative provisions and their implementation practices in the field. The gap is influenced by the internal legal culture that is still colored by the wrong solidarity of the corps and the limitations of structural capacity that have not fully supported the optimization of the supervisory function.

The effectiveness of regulations in preventing and handling personnel discipline violations has not reached the optimal level. Internal law enforcement factors, especially the limited number of personnel, specific technical competencies, and independence in carrying out supervisory functions, are the main obstacles. The limited facilities and infrastructure also affect the speed and quality of the case handling process. The level of internalization of legal awareness among personnel is also uneven, so prevention has not been carried out preventively and systemically.

The Paminal unit faces multidimensional obstacles, ranging from limited resources to the organization's cultural resistance to oversight mechanisms. Optimization efforts have been carried out through increasing personnel capacity, strengthening the socialization of integrity values, and increasing transparency and accountability in the process of handling violations. This study confirms that the transformation of internal legal culture is the main prerequisite for realizing effective and sustainable supervision.

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