

STUDY OF RESILIENCE AND BEHAVIOR OF THE POLICE OFFICER PROGRAM GRADUATES

Rissan Simaremare^{1*}, Ahmad Rifani²

Faculty of Economics and Business, Lambung Mangkurat University, Banjarmasin, Indonesia
(riccan1975@gmail.com)

ABSTRACT

This study examines the relationship between resilience and the behavior of graduates of the Bintara Polri program in facing the pressures of their demanding duties. Resilience, defined as the ability to adapt and recover from adversity, is considered a crucial competency in the policing profession. Several cases of misconduct involving Polri members, such as the Ferdy Sambo case and other ethical violations, provide a foundation for understanding the importance of resilience in maintaining professional behavior. This research employs a descriptive qualitative method based on document analysis, using data from reports, news, and related documents. The findings reveal that weak resilience can lead to maladaptive behaviors, such as abuse of power and violence, especially when dealing with work pressure and personal issues. Therefore, strengthening resilience training programs, strict ethical oversight, and continuous psychological support are necessary to enhance the professionalism and integrity of Bintara Polri graduates. These findings highlight the need for reforms in behavior and resilience training within the Polri institution.

Keywords: Resilience, Behavior, National Police NCO Graduates, Policing, Professionalism, Ethics.

1. INTRODUCTION

In a world full of uncertainty and challenges, resilience or the ability to bounce back from stress and adversity has become a very important competency, especially in a profession full of risks and demands such as the Indonesian National Police (Polri). Graduates of the Polri Bintara Program are faced with tasks that require high mental, physical, and emotional endurance. Therefore, understanding their resilience and behavior in challenging work contexts becomes very important.

According to Southwick, Bonanno, Masten, Panter-Brick, & Yehuda (2014), resilience is not only seen as an innate trait but as a result of the interaction between biological, psychological, and environmental factors. Resilience is also described as the capacity to maintain healthy mental functioning in the face of major challenges, which depends on adaptive coping strategies and strong social support. This view updates the concept of resilience from simply an individual's ability to "survive" to a dynamic process involving the ability to manage stress through a variety of resources.

Resilience theory also developed with the "Positive Adaptation" approach proposed by Fletcher and Sarkar (2013). They emphasize that resilience is the result of the ability to effectively adapt to stressors in positive ways, where individuals can learn from adversity and become mentally stronger. They argue that resilience is not only measured by a person's ability to "survive," but also by

their ability to thrive in the face of challenges through increased adaptive cognition, emotion, and behavior.

Research by Windle (2011) introduced a multi-level model of resilience that includes individual, social, and environmental factors. This model emphasizes the importance of a holistic approach to understanding resilience, including the role of social support, organizational policies, and the work environment in shaping a person's mental resilience. For graduates of the Police Bintara Program, this multi-level approach is relevant because their work environment involves close interaction with the community, coworkers, and superiors, as well as dealing with high-risk events.

In terms of behavior, Dweck (2017) introduced the concept of a growth mindset as one of the factors that can influence individual behavior in facing challenges. Individuals with a growth mindset believe that abilities and intelligence can be developed through effort and experience. This is especially relevant for police officers, where the ability to learn from field experiences and adapt to unexpected situations is essential.

In addition, Duckworth and Gross (2014) introduced the concept of grit—the resilience and passion to achieve long-term goals—as an important factor in influencing behavior. This study shows that grit can drive individual behavior to stay focused and continue to try even when faced with obstacles or failures. In the context of police work, persistent and persistent behavior is essential to dealing with stressful situations.

Ito Turyadi (2023) explains that digital leaders play a vital role in developing digital skills among employees, which are fundamental to adapting to new technologies and processes. Thus, digital leadership helps Bintara Polri graduates develop digital skills that are essential to face modern challenges, thereby improving performance and efficiency in police duties. Abdurrahman Sadikin (2023) to understand the importance of resilience, not only in the individual context but also in human resource management (HRM) in the police organizational environment. Abdurrahman Sadikin highlights that organizational resilience, driven by adaptive HRM strategies, is very important in facing the challenges of changing global business environments. In the context of the Police, this can be translated as the need for Bintara Polri Program graduates to develop personal resilience in carrying out dynamic and challenging operational tasks. This resilience needs to be supported by an adaptive HRM approach, such as continuous training, skills development, and inclusive diversity management.

Although the Indonesian National Police as an institution aims to enforce the law and maintain order, there are several cases where members of the Indonesian National Police are involved in behavior that is contrary to the values they are supposed to uphold. Some prominent cases involving Indonesian National Police members in criminal acts, violence, and domestic violence include the shooting case of Brigadier J by Ferdy Sambo (2022). This case is one of the biggest scandals ever

involving members of the Indonesian National Police in Indonesian history. Inspector General Ferdy Sambo, a high-ranking Polri officer, was involved in the murder of Brigadier Nofriansyah Yosua Hutabarat (Brigadier J). Sambo, who at that time served as Head of the Propam Polri Division, was charged with organizing the murder of his subordinate at his official residence in July 2022. This case caused an uproar in the community, especially because it involved high-ranking Polri officers, and also showed allegations of fabrication of the case at the beginning of the investigation. Sambo was eventually fired and sentenced to death in early 2023.

The case of AKBP Priyo Utomo (2021). In August 2021, AKBP Priyo Utomo, a middle-ranking officer in the National Police, was involved in a case of domestic violence (KDRT) against his wife. This case received public attention because Priyo Utomo was suspected of often committing physical violence against his partner. He was finally questioned by the National Police Propam Division and processed according to applicable regulations. Assault Case by Bripka CS (2021). Bripka CS, a member of the Kalideres Police, West Jakarta, carried out a shooting that resulted in three deaths, including a member of the TNI. The incident occurred in February 2021 at a cafe in the Cengkareng area, West Jakarta. CS was known to be under the influence of alcohol when the incident occurred. He was eventually fired and prosecuted for his actions.

The Violence Case of Bripda Randy Bagus (2021). Bripda Randy Bagus, a member of the National Police, was involved in a case that resulted in the death of a woman named Novia Widayarsi in December 2021. Randy was involved in a case of psychological violence that caused the victim to feel depressed and eventually committed suicide. This case went viral on social media due to allegations of sexual violence and manipulation of the victim. Randy was eventually fired from the National Police and sentenced to prison. The case of AKBP Yuni Purwanti (2021). AKBP Yuni Purwanti, a Kapolsek Astanaanyar in Bandung, was caught in February 2021 in a drug use case with several of her members. This case tarnished the Polri institution because a high-ranking officer was involved in drug abuse. Yuni was eventually dismissed from the Polri and faced legal proceedings for her actions.

Assault Case by Brigpol Dwifriawan (2020). In May 2020, Brigpol Dwifriawan was involved in a case of assault against a civilian in Palembang City. The assault was carried out against a teenager accused of stealing a cell phone. This case received sharp attention due to the excessive use of violence by Polri members in carrying out their duties. Dwifriawan was finally prosecuted and given disciplinary sanctions. The Case of Briptu HAS Who Committed Domestic Violence (2022). Briptu HAS, a member of the Indonesian National Police, was involved in a case of domestic violence (KDRT) reported by his wife in early 2022. His wife suffered injuries due to physical violence committed by HAS. This case attracted attention because the victim finally revealed the violence through social media, which

triggered a response from the public and pressured the Indonesian National Police to take action against the perpetrator.

The Indonesian National Police itself has taken steps to take firm action against its members who are proven to have committed criminal or violent acts, including domestic violence. Discipline enforcement is carried out through the Indonesian National Police Propam Division, which is responsible for handling ethical and legal violations among Indonesian National Police members. In addition, the Indonesian National Police has committed to maintaining transparency and professionalism in enforcing the law against its members, including dismissal and legal proceedings if proven guilty.

However, despite these firm steps, these incidents demonstrate the need for increased supervision, training, and strengthening of the code of ethics to ensure that Polri members continue to uphold the principles of professionalism and integrity in carrying out their duties. This study focuses on the relationship between resilience and the behavior of graduates of the Indonesian National Police Bintara Program, where resilience is considered a key factor influencing their adaptive and professional behavior in carrying out their duties. In the context of stressful work, such as handling criminals and emergencies, resilience allows Indonesian National Police graduates to remain calm and act effectively. This study aims to identify strategies that can improve resilience and positive behavior among graduates of the Indonesian National Police Bintara Program to support optimal performance and high professionalism.

2. LITERATURE REVIEW

According to Southwick, Bonanno, Masten, Panter-Brick, & Yehuda (2014), resilience is not only seen as an innate trait but as a result of the interaction between biological, psychological, and environmental factors. Resilience is also described as the capacity to maintain healthy mental functioning in the face of major challenges, which depends on adaptive coping strategies and strong social support. This view updates the concept of resilience from simply an individual's ability to "survive" to a dynamic process involving the ability to manage stress through a variety of resources. Resilience theory also developed with the "Positive Adaptation" approach proposed by Fletcher and Sarkar (2013). They emphasize that resilience is the result of the ability to effectively adapt to stressors in positive ways, where individuals can learn from adversity and become mentally stronger. They argue that resilience is not only measured by a person's ability to "survive," but also by their ability to thrive in the face of challenges through increased adaptive cognition, emotion, and behavior.

Research by Windle (2011) introduced a multi-level model of resilience that includes individual, social, and environmental factors. This model emphasizes the importance of a holistic

approach to understanding resilience, including the role of social support, organizational policies, and the work environment in shaping a person's mental resilience. For graduates of the Police Bintara Program, this multi-level approach is relevant because their work environment involves close interaction with the community, coworkers, and superiors, as well as dealing with high-risk events.

3. METHODOLOGY

This study uses a qualitative descriptive method with a documentation-based data collection technique. The aim is to analyze the phenomenon of resilience and behavior of graduates of the Police Bintara Program through data available in the form of reports, news, and related documents. This study focuses on observing the facts in the field and linking these findings to theories of resilience and behavior. Data collection is carried out by collecting various documents, both in the form of reports, news, scientific articles, and official publications that reveal phenomena related to the resilience and behavior of Polri members. This method aims to observe how the phenomenon of violence, crime, or cases of ethical violations among Polri members, especially those related to resilience in carrying out their duties. Data analysis is carried out by reviewing information obtained from documentation (news, reports, internal documents, and scientific articles) and linking it to theories of resilience and behavior.

4. RESULTS AND DISCUSSION

4.1. Results

Various cases of violations involving Polri members in acts of violence and crime, both in the household and while on duty, reflect serious problems in terms of ethics and discipline in the police environment. The following is a discussion of several prominent cases involving Polri members in acts of physical violence, crime, and abuse of authority.

In August 2021, AKBP Priyo Utomo, a middle-ranking Polri officer, was involved in a case of Domestic Violence (KDRT) against his wife. Priyo Utomo was suspected of frequently committing physical violence against his partner, and this case received public attention because it involved a Polri official. His wife reported the violence, and the Polri Profession and Security Division (Propam) immediately stepped in to process AKBP Priyo's legal case.

This case reveals internal problems within the Indonesian National Police related to emotional control and abuse of power in personal environments. The resilience theory of Southwick et al. (2014) suggests that negative behavior in stressful situations, such as physical violence, can be a sign of low resilience and an individual's inability to manage stress in everyday life. In this context,

AKBP Priyo may not have adequate coping mechanisms to deal with personal problems and instead turned to violence as a form of release.

Priyo Utomo was finally investigated internally by Propam Polri, and although his legal actions were not announced in detail, he was still processed according to applicable regulations. This case tarnished the image of the police in the eyes of the public because violent behavior committed by a Polri official should not have happened, especially since the Polri is tasked with maintaining public order and security.

In February 2021, Bripka CS, a member of the Kalideres Police, West Jakarta, was involved in a shooting case at a cafe in Cengkareng, West Jakarta, which resulted in three deaths, including a TNI member. The incident occurred when Bripka CS was under the influence of alcohol, so he lost control and acted aggressively using his service firearm.

This case has received sharp public attention because it involved members of the National Police who should have been able to maintain order but instead committed fatal acts that resulted in fatalities. Dweck's (2017) behavioral theory of fixed mindset may help explain Bripka CS's behavior. In a situation like this, he seems to be showing a fixed mindset—responding to difficult situations with violence and an inability to control emotions, which is exacerbated by the influence of alcohol.

Bripka CS was eventually dismissed from the Police and underwent legal proceedings for his actions. This case also shows the lack of self-control and supervision of the use of firearms by Polri members, which should be used with great caution and only in emergencies.

Bripda Randy Bagus, a member of the National Police, was involved in a case that resulted in the death of Novia Widyasari in December 2021. Randy was involved in a personal relationship with Novia that led to psychological violence, which is suspected to be one of the main factors that caused Novia to commit suicide. The case went viral on social media, especially because of allegations that Randy psychologically pressured and manipulated the victim.

Windle's (2011) resilience theory suggests that individuals who lack resilience tend to behave maladaptively in stressful situations. Randy was unable to manage the dynamics of his relationships healthily and instead used power and manipulation against the victim. This case highlights the importance of mental and emotional balance in the lives of Polri members, as well as the need for supervision and psychological assistance to prevent this type of violence from occurring.

Randy Bagus was eventually dismissed from the National Police and sentenced to prison. The case also sparked widespread discussion about gender-based violence and the importance of protecting victims of domestic violence or personal relationships.

In February 2021, AKBP Yuni Purwanti, the Astanaanyar Police Chief in Bandung, was caught in a drug abuse case along with several of her members. This case attracted public attention

because Yuni Purwanti is a police officer who holds an important position and should maintain legal integrity. Drug use by a high-ranking police officer tarnishes the institution and shows serious problems in internal supervision.

This case shows how a high-ranking officer can abuse his position and authority to commit illegal acts. Duckworth and Gross's (2014) behavioral theory of grit can explain that in challenging situations, some individuals are unable to maintain a commitment to long-term goals and instead engage in destructive behavior, such as drug use. AKBP Yuni Purwanti was dismissed from the Police and underwent legal proceedings, which shows that the law is still enforced even though it involves high-ranking officers.

In May 2020, Brigpol Dwifriawan, a member of the National Police in Palembang, was involved in the assault of a teenager accused of stealing a mobile phone. The assault received attention because the violence carried out by Dwifriawan was considered excessive and not by applicable law enforcement procedures.

This case shows a lack of emotional control and professionalism in carrying out duties. Bandura's (1977) behavioral theory of social learning states that violent behavior can be learned through observation and reinforcement. In this case, Dwifriawan may have been influenced by a less disciplined work environment or weak supervision, so that violent action became an easier response than enforcing the law according to procedure. Brigpol Dwifriawan was finally given disciplinary sanctions and processed according to applicable regulations.

Briptu HAS, a member of the Indonesian National Police, was involved in a case of Domestic Violence (KDRT) reported by his wife in early 2022. His wife suffered injuries due to physical violence perpetrated by Briptu HAS, and this case received public attention after his wife revealed the violence via social media.

This case shows how domestic violence occurs not only among the general public but also in law enforcement institutions. Masten's (2001) resilience theory emphasizes the importance of social and environmental support in shaping individual resilience. In the case of Briptu HAS, there may have been a failure to obtain sufficient psychological or social support, which ultimately led him to commit physical violence against his partner. Briptu HAS was prosecuted and given strict sanctions by the National Police after the case went viral and triggered public pressure for strict legal action.

Inspector General Ferdy Sambo, who serves as the Head of the Professional and Security Division (Kadiv Propam) of the Indonesian National Police, was involved in the murder case of Brigadier Nofriansyah Yosua Hutabarat (Brigadier J) in July 2022. Sambo is suspected of planning the murder at his official residence by involving several of his aides, including Bharada E. The motive behind the murder is suspected to be related to a personal conflict between Sambo and Brigadier J.

The case exposed several criminal acts committed by Sambo, including fabricating a crime scene, creating a false narrative to cover up the facts, and using his position to pressure investigators. Sambo was eventually dismissed from the National Police and sentenced to death in early 2023. The scandal raised serious questions about the integrity, ethics, and professionalism of National Police officials, and how a high-ranking National Police officer could be caught up in such a horrific crime.

4.2. Discussion

Resilience is an individual's ability to recover and adapt in the face of stressful or traumatic situations. In the context of policing, resilience is a key competency because the work of the police is full of challenges, risks, and significant physical and mental stress. Southwick et al. (2014) define resilience as the ability to cope with adversity healthily and constructively, while Masten (2001) associates resilience with a person's capacity to adapt to stress.

In the case of Ferdy Sambo, it is seen that resilience as a healthy adaptive capacity may not be well developed. Sambo, who faced personal and professional pressures, did not demonstrate the ability to manage conflict and stress ethically. Instead, he used his position and power to solve his problems destructively and illegally.

The behavior of a member of the Indonesian National Police, especially those who hold high positions, greatly influences public perception of the integrity of the institution. Bandura (1977), in his social learning theory, states that individual behavior can be influenced by the environment, learning from experience, and reinforcement factors received. In this case, Sambo may have been influenced by a work environment that reinforced uncontrolled power behavior, which ultimately gave rise to maladaptive behavior such as case manipulation and criminal acts.

Dweck's (2017) behavioral theory of growth mindset can also be used to explain how Sambo's behavior may be influenced by the belief that status and power are something to be maintained at all costs. In contrast, an individual with a growth mindset may be more focused on self-development and learning from challenges, rather than using power to pressure others or manipulate facts.

In the study of resilience and behavior of graduates of the Bintara Polri Program, the case of Ferdy Sambo provides a clear example of the importance of strengthening resilience among police officers. Without good resilience, pressure from work or personal life can encourage maladaptive behavior, which in Sambo's case led to criminal acts. Bintara Polri graduates, most of whom are on the front lines of police duties, need to have good resilience capacity to be able to face pressure in the field professionally.

The Polri education program, especially for Bintara graduates, must focus not only on operational technical aspects but also on developing resilience and effective stress management. A

holistic approach, as proposed by Windle (2011) in the multi-level resilience model, is needed to ensure that Polri members can manage work pressure healthily and productively.

Graduates of the Police Bintara Program are often placed in operational positions that require high mental and physical resilience. The behavioral theory of Duckworth & Gross (2014) introduces the concept of grit, which is the perseverance and drive to continue carrying out tasks despite facing great challenges. In the context of the Police, grit is very important because members of the Police often face difficult situations that require courage, integrity, and quick decision-making abilities.

However, as seen in the case of Ferdy Sambo, when Polri members are unable to manage pressure well or do not have strong integrity, destructive behavior can emerge. For example, the use of violence or manipulation of information to maintain status or position. This suggests that Polri training programs need to pay greater attention to developing ethical and professional behavior.

The cases above show weaknesses in emotional control, ethics, and discipline among Polri members, which lead to acts of violence and violations of the law. Each case also shows the need to strengthen resilience and professional behavior among police members so that they can deal with the pressures of work and personal life more adaptively. Stronger internal reforms and supervision are needed to prevent Polri members from abusing their authority and behaving unprofessionally.

The Ferdy Sambo case emphasizes the need for reform within the National Police institution, especially in terms of fostering resilience and the behavior of its members. To prevent similar cases from happening again, the National Police must strengthen internal control mechanisms and provide more intensive training on stress management, resilience, and professional behavior.

Some recommendations that can be taken from this study include enhanced Resilience Education and Training Programs: Training programs for Polri NCO graduates should include modules specifically designed to strengthen their mental and emotional resilience. This includes training on stress management, conflict resolution, and adaptive behavior development. Tighter Supervision and Enforcement of Ethics: Supervision of the behavior of Polri members, especially those holding high positions, must be tighter. The Polri Propam Division must be empowered to conduct transparent and independent supervision of Polri members who are suspected of abusing their authority. Providing Psychological Support for Police Officers: Better psychological support should be provided for police officers, including counseling and mental health services. This is important to prevent negative behaviors arising from work pressure or personal problems.

5. CONCLUSION

This research and discussion reveal that various cases of violations involving members of the Indonesian National Police, including acts of violence and crime, both within the household and while on duty, indicate serious problems in terms of ethics, discipline, and emotional management in the police environment. The cases involving AKBP Priyo Utomo, Briпка CS, Briпка Randy Bagus, AKBP Yuni Purwanti, Brigpol Dwifriawan, Bripta HAS, and Irjen Ferdy Sambo reflect weak stress management and resilience skills that lead to maladaptive behavior, such as physical violence, abuse of authority, and criminal acts.

The Ferdy Sambo case, as the biggest scandal, emphasizes the importance of resilience and self-control among high-ranking Polri officials. The use of power for personal gain and destructive actions, such as the fabrication of cases and murder, highlight that without strengthening resilience, professional pressure can trigger destructive behavior.

Based on this study, several recommendations need to be taken to prevent similar cases from recurring: Improving Resilience Education and Training Programs: Training for Polri NCO graduates must include important aspects such as stress management, conflict resolution, and the development of adaptive and professional behavior. Tighter Supervision and Enforcement of Ethics: Supervision of the behavior of Polri members, especially those in high positions, needs to be tightened through transparent and independent supervision by the Propam Division. Provision of Psychological Support: Police officers must receive adequate psychological support through counseling and mental health services, to help them cope with the pressures of work and personal life healthily.

REFERENCES

- Bandura, A. (1977). *Social Learning Theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Dweck, C.S. (2017). *Mindset: Changing the Way You Think to Fulfill Your Potential*. New York: Random House.
- Duckworth, A. L., & Gross, J. J. (2014). Self-control and grit: Related but separate determinants of success. *Current Directions in Psychological Science*, 23(5), 319–325.
- Fletcher, D., & Sarkar, M. (2013). Psychological resilience: A review and critique of definitions, concepts, and theory. *European Psychologist*, 18(1), 12–23.
- Ito Turyadi, 2023, *The Role Of Digital Leadership In Organizations To Improve Employee Performance And Business Success*
- Masten, A.S. (2001). Ordinary magic: Resilience processes in development. *American Psychologist*, 56(3), 227–238.

Sadikin, A. (2023). Adaptive Human Resource Management in the Face of Globalization

Southwick, S. M., Bonanno, G. A., Masten, A. S., Panter-Brick, C., & Yehuda, R. (2014). Resilience definitions, theory, and challenges: Interdisciplinary perspectives. *European Journal of Psychotraumatology*, 5, 25338.

Windle, G. (2011). What is resilience? A review and concept analysis. *Reviews in Clinical Gerontology*, 21(2), 152–169.