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Integration of Legal Culture and Human Resource Competencies in Improving the Performance of Law Enforcement Institutions

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Abstract. The integration of legal culture and human resource (HR) competency is a crucial aspect of improving the performance of law enforcement agencies. A strong legal culture reflects values, norms, and behaviors based on justice, integrity, and compliance with the law. HR competency is essential for just law enforcement, as these two aspects synergize, enabling professional performance. This study aims to analyze the relationship between legal culture and HR competency in improving the performance of law enforcement agencies. The method used is a qualitative approach with literature review and descriptive analysis of various relevant sources. Data were collected from scientific journals, institutional reports, and regulations related to HR management and legal reform. This analysis identifies key influencing factors on the integration of legal culture and HR competency. The results indicate that the integration of legal culture based on the values of integrity, accountability, and transparency, supported by adequate HR competency, can increase the effectiveness and efficiency of law enforcement agencies. Competency enhancement through competency-based education, training, and recruitment will contribute to the professionalism of the apparatus. Internalizing legal culture can create a work environment and enforce the law that is humane, firm, and just. The integration of legal culture and human resource competency is a strategic factor in driving improved performance in law enforcement agencies. Therefore, comprehensive and sustainable policies are needed, encompassing institutional reform, strengthening oversight systems, and developing effective human resource capacity to create professional law enforcement agencies.

Keywords: Integration, Legal Culture, Human Resource Competency, Performance, Law Enforcement Agencies

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A. INTRODUCTION

That in a civilized and democratic country, law enforcement is one of the main pillars in maintaining order, justice, and legal certainty. The performance of law enforcement agencies is in the public spotlight because it is directly related to the level of public trust in the applicable legal system. In practice, there are still various challenges faced, such as low integrity of the apparatus, weak professionalism, and abuse of authority that has an impact on declining the legitimacy of law enforcement institutions.

One of the important factors that affect the performance of law enforcement agencies is the legal culture that develops within the organization. Legal culture reflects the values, norms, and habits that shape the mindset and behavior of law enforcement officials in carrying out their duties. A weak legal culture can trigger practices that are contrary to the principles of justice, while a strong legal culture can encourage the creation of a law enforcement system with integrity and accountability.

Empirically, legal culture, human resource competence (HR) also plays a very important role. Human resource competencies include knowledge, skills, and professional behavior attitudes that must be possessed by every law enforcement officer. Without adequate competence, the apparatus will face difficulties in understanding regulations, and handling cases professionally, as well as providing quality legal services to the community, vice versa, with adequate apparatus competence in turn can increase public trust in law enforcement.

A common problem that comes to the surface as a phenomenon is the weak integration between legal culture and human resource competence in law enforcement institutions. These two aspects often run separately, so they are not able to create optimal synergy. The impact is that efforts to improve performance become less effective because they are not supported by strong organizational cultural values or adequate individual capacity.

For this reason, an effective and comprehensive approach is needed to integrate legal culture and human resource competencies in order to improve the performance of law enforcement agencies. This approach is expected to create a professional apparatus with integrity, and be able to respond to the community's demands for the implementation of law enforcement that is consistently able to realize justice and transparency.

In the dynamics of increasingly complex community development, law enforcement agencies are required to be able to adapt quickly and appropriately. Globalization, technological advancements, and increasing legal awareness of the community have changed the pattern of social interaction and the types of violations of the law that occur. Therefore, every law enforcement officer is required to have a strong understanding of the law, and the ability to conduct sharp analysis and sensitivity to social changes.

Along with the era of openness, the demands for transparency and public accountability are increasing along with the development of access to information. The public is now more critical in assessing the performance of law enforcement agencies, so that every action of the apparatus becomes public concern. This condition requires an open, professional, and accountable work system to maintain public trust in legal institutions.

Furthermore, efforts to improve the performance of law enforcement agencies also need to be supported by policies oriented towards strengthening systems and institutions. This includes improving organizational governance, improving the quality of internal supervision, and strengthening coordination between related institutions. With the right policy support, integration between legal culture and human resource competencies that are continuously implemented more effectively and sustainably, will undoubtedly improve the performance of legal institutions.

B. LITERATURE REVIEW

Legal culture and human resource competence are two main components that are interconnected and inseparable in improving the performance of law enforcement agencies. Legal culture serves as the foundation of values that shape the character and behavior of the apparatus, such as integrity, honesty, and responsibility. The values of integrity, norms and ethics must be internalized in a sustainable and consistent manner and consequentially through education, training, and example from leaders.

Related to this, human resource competencies include technical skills, legal knowledge, and professional behavior attitudes that allow officials to carry out their duties effectively. This competence is an operational instrument in translating legal cultural values into real actions in the field. Without adequate competence, good values will not be implemented optimally.

The integration process (synergy) occurs when a strong legal culture meets high human resource competence. This integration results in a balance between moral force (values and ethics) and skill force (technical ability). The result is an increase in the performance of law enforcement agencies which is characterized by increased effectiveness, efficiency, transparency, accountability and public trust in law enforcement agencies. That the process has become an important foundation in creating a professional and integrity law enforcement agency. A strong legal culture provides moral direction for each individual in carrying out his duties and authority, while human resource competence ensures that the task is carried out effectively and according to procedures.

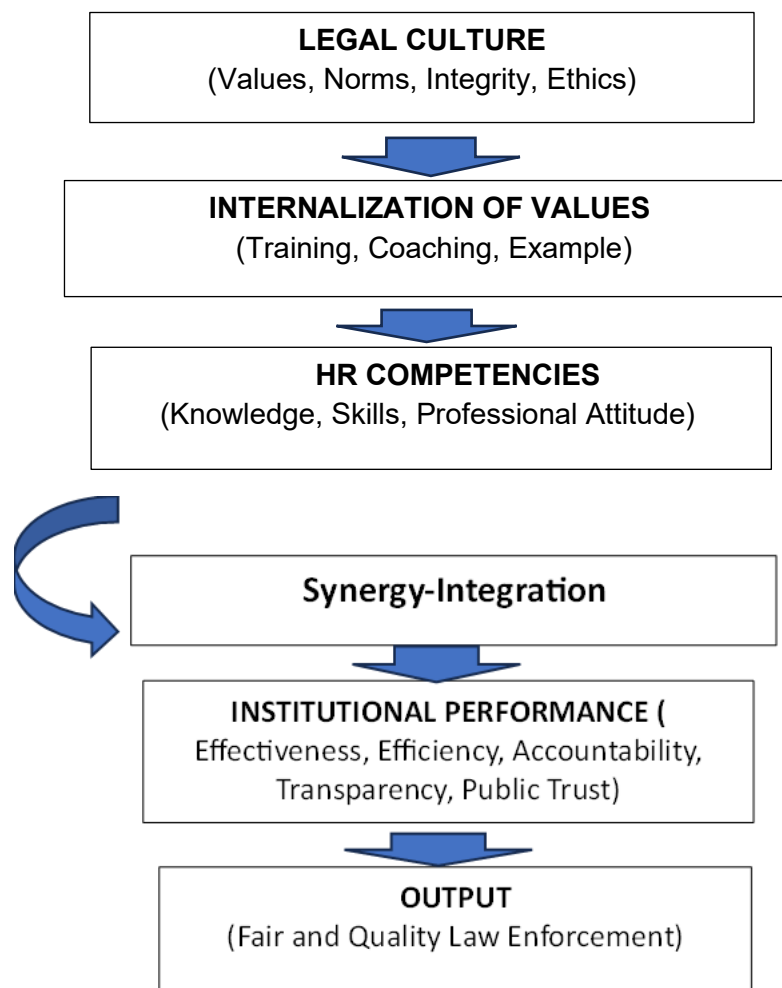




Figure 1 : Scheme for the Integration of Legal Culture and Human Resources Competence in Improving the Performance of Law Enforcement Institutions:

C. RESEARCH METHODOLOGY

This study uses a qualitative approach that aims to understand in depth the relationship between legal culture and human resource competence in improving the performance of law enforcement agencies. This approach was chosen because it is able to comprehensively explore social and organizational phenomena, especially those related to values, norms, and behaviors that are practiced and become habits in law enforcement institutions.

The data collection method is carried out through literature study by examining various relevant sources, such as scientific journals, academic books, institutional reports, and laws and regulations related to law enforcement and human resource management. The data obtained were then classified based on the main themes that were in accordance with the focus of the research.

Data analysis was carried out using qualitative descriptive analysis techniques. In this process, the researcher identifies, compares, and interprets various findings from literature sources to find patterns, relationships, and factors that influence the integration of legal culture and human resource competence.

The qualitative approach in this study also allows researchers to understand the dynamics of the relationship between legal culture, human resource competence, and organizational power and political practices in law enforcement agencies. Through an in-depth analysis of the literature, researchers can identify how organizational cultural values, leadership patterns, and political behavior affect the performance of legal institutions.

This method provides space to examine various theoretical and empirical perspectives related to law enforcement challenges, such as weak integrity, injustice in organizational systems, and the influence of certain interests on decision-making. For this reason, the use of a qualitative approach not only helps to describe phenomena descriptively, but also provides an analytical understanding of the factors that support and hinder the creation of professional, transparent, and accountable law enforcement institutions.

The next step is to draw conclusions systematically based on the results of the analysis that has been carried out. The validity of the data is maintained through triangulation of sources, namely by comparing various different references to ensure the consistency and accuracy of the information used in this research process..

D. RESULTS AND DISCUSSION

In a country with a legal civilization, legal culture is an important foundation in shaping the behavior and character of law enforcement officials. Legal culture is not only related to the understanding of formal rules, but also includes values, attitudes, ethics, and moral commitment in exercising legal authority. Values such as integrity, honesty, accountability, and responsibility are the main factors so that the law enforcement process can take place in a fair, transparent, and community-oriented manner. According to Asshiddiqie (2015), the development of the state of law is not enough only through the formation of regulations, but

also requires strengthening the legal culture that is able to encourage awareness and compliance with legal principles. Without a strong legal culture, the existence of laws and regulations will not automatically result in effective law enforcement practices.

Referring to the institutional context, legal culture is not formed spontaneously, but through the process of learning, coaching, and internalizing organizational values in a sustainable manner. Strengthening the legal culture in law enforcement institutions can be done through education, professional ethics training, apparatus capacity development, and the implementation of a consistent supervision system. Wibowo (2016) explained that a strong organizational culture is able to shape the behavior patterns of organizational members through shared values, thus affecting the quality of individual performance and professionalism. Thus, law enforcement officials are not only required to understand the normative aspects of the rule of law, but also have ethical awareness in carrying out their duties and authorities.

In order to realize optimal law enforcement performance, the competence of human resources (HR) is one of the strategic factors that determine the success of legal institutions. Apparatus with high competence will be better able to face the complexity of legal issues, follow regulatory developments, use a professional approach in resolving cases, and provide quality public services. Human resource competencies include aspects of knowledge, technical skills, analytical skills, personal integrity, communication skills, and social capacity. Kasmir (2016) stated that the quality of human resources has a close relationship with the achievement of organizational performance because individual competence is the basis for carrying out work effectively and responsibly.

The integration between legal culture and human resource competencies is a key factor in improving the effectiveness and performance of law enforcement agencies. A strong legal culture will build the character of the apparatus that upholds the values of justice, professionalism, and integrity, while human resource competence ensures that institutional tasks and functions can be carried out effectively, efficiently, and in accordance with the demands of society. In line with the opinion of Sedarmayanti (2017), improving the quality of human resources supported by good organizational governance will result in more optimal performance and strengthen public trust in institutions. Therefore, strengthening the legal culture and developing the competence of the apparatus must be the main strategy in realizing a credible and service-oriented law enforcement system.

Factually, there are various challenges in realizing this integration, including resistance to change, limited resources, and lack of commitment from organizational leaders. Therefore, the right strategy is needed to overcome these obstacles. One strategy that can be carried out is through institutional reform which includes improving the recruitment system, improving the quality of education and training, and strengthening the supervision system. In addition, there are important steps to build an organizational culture that is continuously carried out to support transparency and accountability in every work process to carry out tasks.

It is realized that the successful integration between legal culture and human resource (HR) competence will have a significant impact on improving the performance of law enforcement agencies as a whole. The performance of legal institutions is not only measured by the ability to resolve cases or enforce rules, but also by the extent to which institutions are able to build public trust through a fair, transparent, and accountable process. A strong legal culture will create a behavior of the apparatus that is oriented towards the values of integrity and professionalism, while the competence of human resources ensures that the apparatus has the ability to carry out its duties effectively. According to the OECD (2020), strengthening public integrity and apparatus capacity is an important factor in building government institutions that are trusted by the public. Thus, strengthening the legal culture and human resource competence is a strategic step in realizing a fair and sustainable legal system.

Therefore, the role of leadership in law enforcement agencies is a very decisive factor in strengthening the integration between legal culture and human resource competence. Leaders who have integrity, commitment to legal values, and the ability to build examples will

be able to create an organizational culture that supports professional behavior. Leadership not only functions as an organizational director, but also as an instrument in building values, norms, and work behavior of apparatus. Yukl (2019) explained that effective leadership is able to influence the behavior of organizational members through vision, example, motivation, and the creation of a work environment that supports performance improvement. Thus, visionary leadership is needed to encourage competency development and strengthen the internalization of ethical values in law enforcement agencies.

The implementation of an objective, transparent, and measurable indicator-based performance evaluation system is also an important element in improving the quality of law enforcement agencies. Performance evaluation functions as an instrument to assess the extent to which the apparatus is able to apply legal cultural values, implement professionalism standards, and achieve the performance targets that have been set. A good evaluation system is not only used as a supervisory tool, but also as a basis for the preparation of apparatus competency development strategies. According to Dessler (2020), effective performance management requires a clear, sustainable, and capable assessment system that connects individual contributions to organizational goals. Therefore, structured performance evaluation can support the creation of continuous organizational improvements.

The use of information technology in the law enforcement process also contributes greatly to increasing the effectiveness, efficiency, and transparency of legal institutions. Digitization of legal administration, case management systems, and technology-based public services can speed up the service process while reducing the chance of irregularities. Digital transformation allows work processes to be more scalable because each stage can be documented and monitored systematically. The Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (2020) emphasized that the use of digital technology is an important part of bureaucratic reform to improve accountability, public service quality, and governance effectiveness. Thus, technology is a supporting factor in strengthening the legal culture and improving the performance of law enforcement institutions.

In addition to internal institutional factors, community participation also has an important role in strengthening the legal culture and improving the performance of law enforcement agencies. People who have a good legal awareness will be more active in understanding their rights and obligations, providing social supervision, and supporting the law enforcement process. Public involvement creates a control mechanism that can strengthen the accountability of legal institutions while increasing the legitimacy of institutions in the eyes of the public. Soekanto (2019) explained that public legal awareness is one of the important factors that affect the effectiveness of law enforcement, because the success of the law does not only depend on the apparatus, but also on the attitude and compliance of the community with the law. Therefore, synergy between law enforcement officials and the community is an important part of building a strong, reliable, and sustainable legal system.

The realization of synergy between various stakeholders, both the government, law enforcement agencies, academics, and the community, is the key to realizing an effective and fair legal system. Good collaboration will strengthen policy implementation, improve the quality of human resources, and ensure that the legal culture can develop sustainably.

With the formation of a strong, consistent integration of legal culture and human resource competencies and high commitment in the implementation of duties that are always manifested in real terms in institutional practice, the expectations of the community can be fulfilled, namely firm, consistent, humanist and fair law enforcement.

In its implementation, when these two elements run synergistically, the organization will have the ability to enforce the law formally, and also uphold the values of justice, ethics, and responsibility to the public. The realization of this integration will continuously create a balance between moral force and skill force that complement each other in supporting organizational performance that gives birth to public trust. Through the synergy between moral values and technical capabilities, it will have an influence on the quality of legal services provided to the community. Law enforcement officials who have high integrity and professional

competence have a tendency to be able to make decisions objectively, transparently, and non-discriminate and consistently.

Through adequate technical and professional capabilities, the law enforcement process can be carried out more quickly, precisely, effectively, and efficiently without ignoring the principles of justice, transparency, and protection of people's rights. The technical competence of the apparatus is one of the important factors in ensuring that each stage of law enforcement is carried out based on procedural standards, ethical values, and the principles of professionalism.

From the perspective of organizational performance, this capacity building can minimize the potential for abuse of authority, corrupt practices, and intervention of certain interests and objectives that have been an inhibiting factor in realizing law enforcement with integrity. If this condition can be prevented, the quality of legal services to the community will increase and be able to reduce the emergence of public distrust in law enforcement agencies.

Increasing the effectiveness, efficiency, transparency, and accountability of law enforcement agencies will in turn have a positive impact on increasing public trust. Public trust is one of the main indicators of the success of a legal institution because it reflects the existence of social legitimacy for the existence and performance of the institution. The public will have a higher level of legal compliance if they see that law enforcement officials are able to carry out their duties professionally, objectively, fairly, and consistently. Therefore, the development of public trust is not only determined by the final outcome of a legal process, but also influenced by how the process is carried out in a transparent and fair manner.

In the context of the organization, the integration of legal culture and human resource (HR) competence is a strategic element in strengthening the internal capacity of law enforcement agencies. Legal culture functions as the foundation of values, ethics, morals, and professional attitudes in exercising authority, while human resource competence is an instrument that ensures that these values can be realized in real actions. The synergy between the two will form a law enforcement organization that has integrity, professionalism, and adaptability to various changes and complexities of social problems. Thus, the success of law enforcement agencies is highly dependent on the ability to integrate legal cultural values with the quality of human resources in a sustainable and systematic manner.

In essence, public trust in law enforcement agencies will be stronger if the institution is able to show firmness in cracking down on every form of law violation without discrimination, while still prioritizing a humanist approach that respects human values and human rights. Firmness in law enforcement is needed to create legal certainty and provide a deterrent effect on offenders. However, this firmness must be balanced with a professional and humanist attitude so that the law is not only seen as an instrument of power, but as a means to create justice and social order.

A humanist approach in law enforcement has an important role in building a harmonious relationship between the authorities and the community. Law enforcement that is only power-oriented has the potential to create fear and weaken public trust. On the other hand, officials who are able to exercise authority by respecting human dignity, listening to the aspirations of the community, and providing legal services in a fair manner will find it easier to obtain social support. Humanist attitudes do not mean reducing legal firmness, but rather a form of balance between state authority and respect for human values.

The application of the law that is fair, consistent, and free from certain interests is the main foundation in building public legitimacy. People will believe that the law really works if every individual is treated equally before the law without being influenced by social status, position, power, or the interests of certain groups. The consistency of the apparatus in implementing the law objectively will strengthen the image of law enforcement agencies while increasing public compliance with applicable rules.

Thus, the optimal performance of law enforcement agencies is not only measured by the ability to resolve cases, but also by the quality of the law enforcement process that upholds transparency, accountability, professionalism, and justice. The professionalism of the

apparatus is the main factor in maintaining the credibility of the institution and strengthening the public's legitimacy towards the legal system. The ability of the apparatus to consistently combine technical competence, moral integrity, a strong legal culture, and a humanist, firm, and fair approach, law enforcement agencies will be able to carry out their functions more effectively and have an impact on the trust of the public.

Therefore, the balance between firmness, professionalism, and a humanist approach is an important foundation in building law enforcement institutions with integrity. Strengthening the legal culture and improving human resource competencies must be a sustainable agenda so that law enforcement organizations are able to face increasingly complex social challenges. In turn, fair, transparent, accountable, and community-oriented law enforcement will create a sense of security, increase legal compliance, and strengthen public trust as the main capital in realizing legal certainty with the support of an effective and fair legal system.

E. CONCLUSIONS AND SUGGESTIONS

The results of this study show that legal culture and human resource (HR) competence are two important and fundamental elements that are interrelated in determining the performance of law enforcement institutions. A strong legal culture is able to form the character of an apparatus that has integrity, firmness, consistency, upholds justice, and complies with applicable norms. Related to this, human resource competence ensures that each apparatus has the technical skills, knowledge, and professional behavior necessary to carry out their duties effectively, responsibly and responsibly.

The realization of integration between legal culture and human resource competencies is an important and strategic factor in improving the effectiveness and efficiency of the performance of law enforcement agencies. The synergy between strong organizational values and adequate individual capacity will create a more professional, transparent, and accountable work system. This will ultimately have a positive impact on the quality of legal services and increase public trust in the performance of law enforcement institutions.

For this reason, continuous efforts are needed to strengthen this integration through comprehensive policies, which include, among others, institutional reform, improving the quality of education and training, and strengthening the supervisory system. In addition, the commitment of all elements of the organization, especially the leadership, is needed to create a work environment that supports the internalization of legal culture and the development of human resource competencies. Thus, the goal of realizing a law enforcement institution that is professional, with integrity, and trusted by the public can be optimally achieved

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