

Strategy of Recruitment and Selection for Indonesian National Police (POLRI) Candidates

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Abstract

The industrial revolution 4.0 in Indonesia requires the National Police to revamp the recruitment system where the ideal personnel ratio has not been met, and Recruitment has not been prioritized on local wisdom. To fulfill Polri's HR in quantity and quality (predictive, responsive, and fair transparency) will be largely determined by the right personnel recruitment system because, without quality human resources, the Polri organization will find it difficult to achieve its vision and mission. The theories used are HR management theory, recruitment theory, and capability theory. There is a shortage of personnel provision in the Polri organization because the personnel intake has not been optimal with the number of personnel shrinking that has occurred. If viewed from the quality aspect, there is still a lack of knowledge, ability, and attitude of prospective Polri personnel in participating in the selection of Polri personnel supply due to the large interest of the community, which is not accompanied by strengthening the capacity of prospective Polri personnel. To strengthen the Recruitment of the National Police, it is also necessary to improve, organize, and change every process of providing Polri human resources at every stage of Recruitment and selection.

Keywords: Recruitment, Selection, Organization, Indonesia National Police (Polri)

Abstrak

Revolusi industri 4.0 di Indonesia menuntut Polri untuk membenahi sistem rekrutmen dimana rasio personel yang ideal belum terpenuhi, dan rekrutmen belum mengedepankan kearifan lokal. Pemenuhan SDM Polri secara kuantitas dan kualitas (prediktif, responsif, dan transparansi yang adil) akan sangat ditentukan oleh sistem rekrutmen personel yang tepat karena tanpa SDM yang berkualitas organisasi Polri akan sulit mencapai visi dan misinya. Teori yang digunakan adalah teori manajemen SDM, teori rekrutmen, dan teori kapabilitas. Terjadinya kekurangan penyediaan personel di organisasi Polri karena asupan personel belum optimal dengan terjadi penyusutan jumlah personel. Jika dilihat dari aspek kualitas, masih kurangnya pengetahuan, kemampuan, dan sikap calon personel Polri dalam mengikuti seleksi pasokan personel Polri karena besarnya animo masyarakat yang tidak dibarengi dengan penguatan kapasitas aparatur. calon personel Polri. Untuk memperkuat Rekrutmen Polri, perlu juga dilakukan pembenahan, penataan, dan perubahan pada setiap proses penyediaan SDM Polri pada setiap tahapan Rekrutmen dan seleksi.

Kata Kunci: Rekrutmen, Seleksi, Organisasi, Kepolisian Negara Republik Indonesia (Polri)

INTRODUCTION

In supporting the national development process, it is necessary to develop the professionalism of Human Resources (HR) sustainably in balancing the development of an increasingly competitive world as a result of the industrial revolution 4.0, which is supported by the rapid development of information and communication technology (Holland et al., 2007). Organizations need to align their strategic intent with market needs to survive in this competitive environment. These strategic intentions can shape the organization's mission, organizational structure, and values that it follows. So the organization needs to

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set performance targets with its strategic intent to achieve performance goals supported by competent people. This is in line with Keywell's opinion in Heri (2019), which states that the industrial revolution 4.0 requires organizations to empower their human resources due to changes in work culture, knowledge, skills, attitudes, and behavior.

Therefore, the National Police, as one of the government apparatus, has tried to improve the quality of its human resources by revamping the human resources management system of the Police because strengthening the system will lead to the achievement of predetermined targets (Green, 2005). However, in reality, in the field, especially in the implementation of the personnel recruitment system, it is still not running as expected, as can be seen from the unfulfilled ideal ratio of personnel, and the Recruitment of prioritized local wisdom has not been carried out. In addition, there is no pre-training in strengthening the understanding of prospective personnel, especially those related to strengthening understanding of Pancasila, the 1945 Constitution, the Unitary State of the Republic of Indonesia, and *Bhinneka Tunggal Ika*, which will answer the challenges of change in society.

Based on data from the Central Statistics Agency (BPS), Indonesia's total population in September 2020 was 270.20 million people, while the number of Polri personnel based on data from the Robinkar SSDM Polri Baginfopers in June 2020 currently reached 419,566 personnel. Thus, the number of Polri personnel compared to the current population in Indonesia is still not optimal if based on the PBB ideal ratio standard of 1:400 (1 police versus 400 residents), so the total needs for personnel recruitment planning are 684,894. In contrast, the current availability of personnel is a total of 419,566, meaning that there is still a shortage of 265,328 Polri personnel.

To realize a superior Polri organization, it is necessary to fulfill Polri's HR in quantity and quality (predictive, responsive, and fair transparency). Therefore, the superiority of the National Police's human resources will be largely determined by the appropriate personnel recruitment system because, without quality human resources, the National Police organization will find it difficult to achieve its vision and mission. Thus, in line with the priority program of the National Police Chief General Pol. Drs. Listyo Sigit Prabowo, M.Si, which was conveyed in the commander wish of the Indonesian National Police, related to organizational transformation.

From figure 1, we can understand that the strategy made by the National Police refers to the goal of making the National Police a superior organization as mandated in the 2005-2025 RPJP. This goal will be achieved through the organizational transformation of the PRECISION Police, which emphasizes the predictive policing approach. Predictive policing was popularized by Mohammad A. Tayebi and Uwe Glässer (2016), Rothe & Kauzlarich (2016), and Erik Bakke (2018). The PRECISION POLRI is described in 4 transformations: organizational transformation, operations, public services, and supervision. As for Recruitment and selection, there is an organizational transformation, namely the program to make Polri HR superior in the Police 4.0 era, which will be achieved by increasing the quantity and quality of Polri HR.

To realize the superior human resources of the National Police, the National Police need competent, skilled, proficient, educated, and trained personnel resources who can support the performance of the Police in a predictive, responsive, and fair manner. So to make it happen, it can be done by strengthening the human resource management system of the National Police, which is emphasized the aspect of Recruitment of Polri personnel. The recruitment process for prospective members of the National Police is the first step in obtaining qualified candidates for members of the National Police. Soekidjo Notoadmojo (2003). Defines Recruitment as a process of finding and attracting prospective workers who have the ability according to the planned needs of an organization.

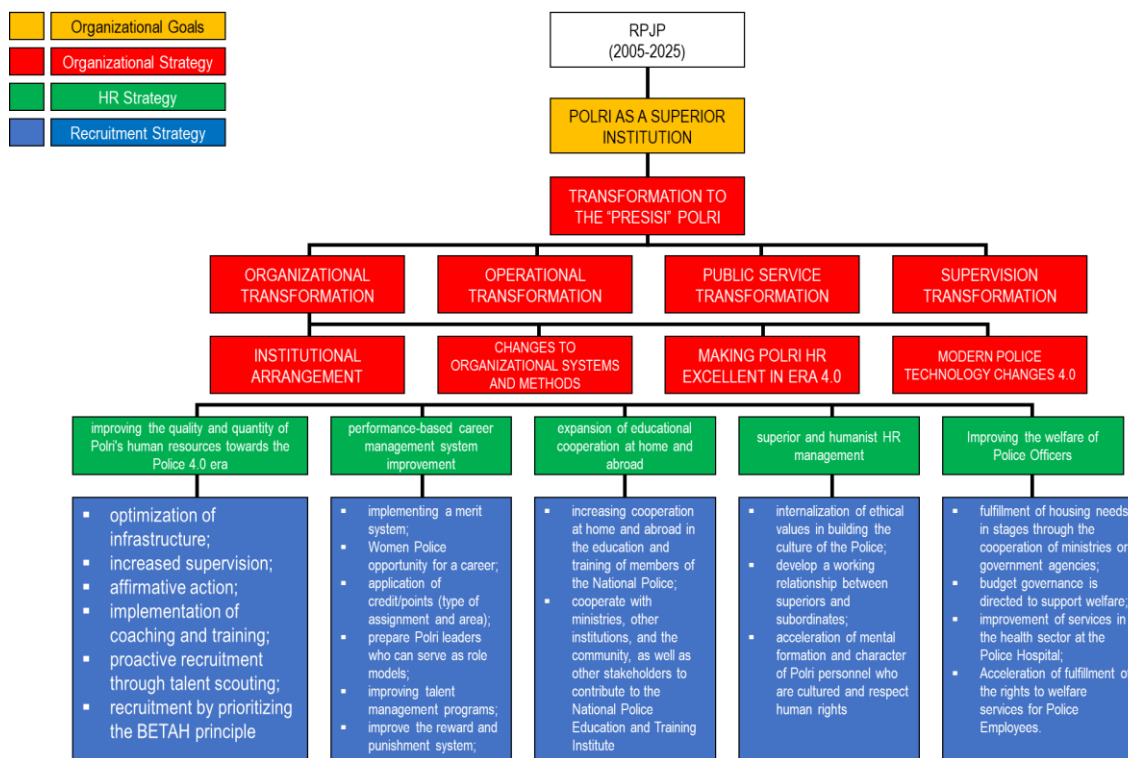


Figure 1. PRECISION Police Organization Transformation Strategy

Source: Processed by the author

The implementation of the Recruitment of Polri personnel is carried out according to the minimum principle of Zero Growth through a proactive personnel recruitment program by conducting an integrated and proactive selection of prospective Polri members by seeking and selecting qualified candidates and having the expertise required by the organization, with a Clean, Transparent, Accountable Werving process and Humanist (BETAH) with a clear and clean spirit and involving external parties as supervisors in the integrated reception system. However, if viewed from the aspect of implementing the Recruitment of Polri personnel, both in terms of capacity, mechanism, and cooperation implemented in meeting the recruitment needs of the National Police organization's human resources, it is still not optimally carried out.

One of the problems in the Recruitment of Polri personnel is due to a mismatch between the recruitment intakes of Polri personnel and the shrinking number of Polri personnel. Based on the intake data of Polri personnel, it can be seen that in 2018 the intake of NCO personnel recruitment was 8,400. At the First Officer level, there were 300 personnel, enlisted personnel, 300 personnel, and Civil Servants. a total of 300 personnel with a total personnel intake of 9,300 personnel. In comparison, those that have decreased are 10,150 personnel. Thus, based on data on the intake of police personnel of 9,300 compared to data of depreciation of 10,150, there is a shortage of up to 850 personnel due to shrinkage so that it can have a major impact on the quantity of Recruitment of Polri personnel at this time. Therefore, in responding to the need for quantity recruitment of Polri personnel, it is necessary to strengthen the human resource management system in supporting a professional, modern, and reliable Polri.

In addition, the lack of many Polri personnel who have not been able to meet the needs of the Polri organization due to the limited budget for the Recruitment of Polri personnel and the lack of cooperation carried out by Polri, both with the Ministry of Administrative and Bureaucratic Reform, to support the ideal ratio of Polri revenue and with the Ministry of Finance in supporting Polri's budgeting, so that this condition will This has an impact on the sub-optimal human resources of the National Police in dealing with all forms of conditions and problems in the field, especially in supporting the maintenance of security from the existence of separatist conflicts, the development of radical ideologies and terror, anarchist demonstrations, contingency situations, transnational crimes, and conventional crimes to other security urgencies.

In addition, the lack of number of Polri personnel who have not been able to meet the needs of the Polri organization due to the limited budget for the Recruitment of Polri personnel and the lack of cooperation carried out by Polri, both with the Ministry of Administrative and Bureaucratic Reform, to support the ideal ratio of Polri revenue and with the Ministry of Finance in supporting Polri's budgeting, so that this condition will This has an impact on the sub-optimal human resources of the National Police in dealing with all forms of conditions and problems in the field, especially in supporting the maintenance of security from the existence of separatist conflicts, the development of radical ideologies and terror, anarchist demonstrations, contingency situations, transnational crimes and conventional crimes to other security urgencies.

RESEARCH METHOD

This paper uses a descriptive analysis method by conducting a literature study (Creswell & Creswell, 2017). The literature is sourced from relevant books and journals related to the issues discussed. In addition, several internal police regulations related to Recruitment carried out by the National Police are also used. It is hoped that the method used will provide a comprehensive and comprehensive picture related to the recruitment and selection system implemented by the National Police.

This paper will describe the conditions of Recruitment and selection carried out by the National Police in terms of quantity and quality. From the quantity aspect, it will be discussed regarding the zero growth policy, which in its application turns into minus growth. From the quality aspect, the quality of the candidates (knowledge, abilities, and attitudes) and management processes (planning, organizing, implementing, and monitoring) will be seen in the current recruitment and selection implementation. Knowing this, we will try to formulate a strengthening strategy in the implementation of Recruitment and selection that the National Police will carry out in the future by referring to theories and concepts as well as literature that is used as a reference.

RESULTS AND DISCUSSION

Theory

HR Management Theory

According to Dessler & Varrkey (2005), Human Resource Management is a policy and practice in mobilizing human resources or aspects related to management positions in human resources, including Recruitment, screening, training awarding, and appraisal activities. In addition, Snell and Bohlander (2010) also argue that Human Resource Management is intangible and cannot be equated with regulations

as we regulate organizations, work and products, and technology. Another opinion also emerged from Hasibuan (2006). Human Resource Management is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society.

Recruitment Theory

Recruitment is one of the HR functions in the aspect of workforce procurement, which specifically gets prospective employees to select the best and most by the required requirements, one of which is through the recruitment process. All of these are the main duties and responsibilities of the HR department. The quality of the company's Human Resources depends on the quality of the recruitment process. According to (2006), Recruitment is an effort to find and influence prospective workers to apply for job vacancies offered by a company.

Capability Theory

According to Hagell III and Brown, a capability is an ability to mobilize resources to produce value that exceeds the cost consisting of those that have physical (financial resources, human resources, and physical resources) and intangible (talents, intellectual property rights, networks). Cooperation, brand, character, competence, and decision-making). Capacity can also be interpreted as the availability and functioning of people's abilities (able people) and agile processes (agile processes) that form dynamic capabilities so that they can formulate an adaptive policy that leads to better organizational governance performance Sumarwono in Darusman (2020).

The Quality of Prospective Members of The Police

Recruitment of qualified Polri human resources is the main capital for Polri's organization in supporting national development, meaning that the quality of Polri's human resources (HR) is the only main asset of the organization that cannot be replaced because the quality of professional, modern and reliable HR is an asset. The most important and the main source of the Polri organization by the direction of the Grand Strategy of the National Police Phase III, striving for excellence/to achieve a superior Polri organization.

Based on the data obtained, it can be analyzed that the level of public interest in participating in the recruitment process for Polri personnel from 2008 to 2019 has fluctuated, increasing or decreasing the public interest (Yulianto et al., 2022). This indicates that the public's desire to become members of the National Police is very large, but when viewed from the results of the Recruitment of Police personnel who have been netted, are still very small when compared to the public's interest. Thus, it can be concluded that the high level of public interest has not been directly proportional to the graduate results required by the National Police organization for the personnel recruitment process in the field. This is not only due to the state's limited budget and the lack of skills, knowledge, and attitudes that must be possessed. By prospective Polri personnel by the required standardization. These conditions can be seen from the average knowledge, abilities, and attitudes of prospective personnel as follows:

Knowledge Aspect

The knowledge aspect is the most basic aspect that prospective Polri members must possess in participating in the recruitment process of Polri's human resources. Still, in the field, based on the results

of an integrated analysis and evaluation of the Recruitment of personnel in 2019, the condition of personnel knowledge can be seen as follows (Setyadi et al., 2021):

1. Lack of understanding of prospective students on the requirements announcement at the registration time.
2. Lack of basic knowledge of prospective students in understanding the legislation, especially those relating to the main tasks, roles, and functions of the National Police.
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4. Lack of basic knowledge of prospective students in understanding the legislation, especially those relating to the main tasks, roles, and functions of the National Police.
5. Lack of understanding of prospective participants in understanding the values of Pancasila, the 1945 Constitution, Unity in Diversity, and the Unitary Republic of Indonesia is associated with their duties and roles later as members of the National Police in the field.
6. Lack of basic knowledge of prospective students in developing their potential in realizing the 12 values of national character / national identity: Faith, humanity, integrity, humility, tolerance, brotherhood, selflessness, discipline, cooperation, achievement, innovation, and communication.

This condition causes many prospective members of the National Police who do not meet the requirements in the implementation of the ongoing selection, especially in the implementation of administrative selection and academic selection.

Ability

In terms of ability, the number of prospective students who died in the selection process for the Recruitment of Polri personnel can be seen in several aspects as follows:

1. Lack of preparation of prospective students in facing psychological tests, where psychological tests have assessed the extent to which prospective students are able to cooperate, lead and deal with problems and find solutions to the problems given.
2. Lack of prospective students in preparing physical abilities on a regular basis, where physical ability is a form of physical fitness test assessed on prospective students, including the ability to run, sit-ups, push-ups, pull-ups, chinning up (for women), shuttle run, and swimming.

The lack of ability has caused many of the candidates not to meet the requirements in the selection in the field of physical ability carried out by the Police.

Attitude

Attitudes that prospective students must possess are several elements of the assessment carried out in the recruitment process of Polri personnel, where the assessment of attitudes towards prospective students is focused on personality factors. However, there are still many prospective students who fail psychological tests due to the following:

1. There is still a lack of prospective students to control their emotions stably, which can affect the assessment of psychology in the field.
2. Lack of maximum assessment results on the value of the battery test for self-control, self-adjustment, and self-confidence that prospective students must have in dealing with and passing the results of psychological analysis tests.

The above impacts the psychological assessment carried out in the selection stage. So that many candidates for members of the National Police were found who did not meet the requirements in carrying out psychological tests, both in writing and in conducting interviews.

Regarding the quality of the ability, knowledge, and attitude towards the Recruitment of Polri personnel above, which is still not optimal, it is necessary to take steps to strengthen the human resource management system that can support a professional, modern, and reliable Polri. This needs to be done to answer the organization's challenges and needs in maintaining public security and order as well as maintaining domestic security that can support Indonesia's national development process.

Police Personnel Recruitment Mechanism

The mechanism for the Recruitment of Polri personnel in supporting the INP, which is predictive, responsive, and transparent with justice, cannot be separated from the dynamics of implementing the Recruitment of Polri personnel systematically through the human resource management system. According to Setyadi et al. (2021), the mechanism for the Recruitment of Polri personnel is a series of work used to solve problems related to the work process, the goal of which is to produce maximum results and reduce failures that can be done through the planning, organizing, implementing processes. And supervision. The mechanism for the Recruitment of Polri personnel is still not optimal. It can be seen from the mechanism for planning, organizing, implementing and supervising the implementation of personnel recruitment.

Planning

The planning process for the Recruitment of Polri personnel is carried out through selection recruitment planning, where in essence, personnel recruitment is a sub-system process for accepting prospective members of the Police, which is manifested in announcements, campaigns, and registration activities carried out by prospective members of the Police at predetermined places. Planning for the Recruitment of prospective members of the National Police as part of the aim to achieve the target of strength development by selecting quality citizens who are later expected to be able to play a role as police duty bearers in providing services, protection, and protection to the community in a predictive, responsive and transparent manner.

The planning process for the recruitment needs of Polri personnel is carried out to meet the standard ratio of the ideal ratio of number of Police to the community by the standards targeted by the United Nations (UN), where the ideal ratio is 1:400 or one police officer to serve 400 residents/community (El Muhtaj, n.d.). A superior human resource management planning system is needed to increase the number of ideal ratios to the recruitment needs of Polri personnel, even though the current condition is that the government has issued a zero growth policy because the personnel needs have not met the ideal target ratio (minus growth).

Organizing

The organizing mechanism, if it is associated with strengthening the human resource management system to support a professional, modern, and reliable Polri, is explained through the formation of the Rikmin Team, the Rikkes Team, and the Physical Test Team, which are adapted to the personnel recruitment process at the Enlisted/Non-commissioned level, AKPOL, and SIPSS. As for what is often a problem in the organization of the personnel recruitment process, especially for the central (Panpus) and regional (Panda) committees, it can be seen from the involvement of Polri personnel who are appointed

as Panpus and Panda which are not by their competence in supporting the Recruitment of Polri personnel so that it can affect on the quality of the results of personnel recruitment graduates.

Implementation

To improve the recruitment process for Polri personnel to be more qualified, Polri has made changes in substance and culture which are manifested in the acceleration of transformation within the Polri body, especially in the process of accepting Polri members by referring to the basic principle of acceptance, namely "BETAH" which stands for Clean, Transparent, Accountable and Humanist. Therefore, to recruit registrants, the National Police has conducted various open socializations, either through mass media, banners, billboards or outreach directly to the community or schools.

In addition, all selection stages are carried out openly, where all selection participants can see for themselves the election results at each stage. From receiving files, administrative examinations, health, academic tests, psychological tests, and physical and mental abilities to the graduation process, all are under supervision by order of the National Police Chief, which emphasized that in each fiscal year of acceptance, each Polda Committee must form an Internal Supervisory Team consisting of Itwasda and Bidpropam of the local Polda and an External Supervision Team consisting of Diknas, Disdukcapil, IDI, HIMPSI, Academics, Sports Teachers, Community Leaders, Traditional Leaders, NGOs, Mass Media to supervise/witness the implementation of each stage of the selection in a strict, continuous, transparent manner.

Some of the problems encountered in the implementation phase of the Recruitment of Polri personnel, among others, in the field of rikmin, the involvement of external supervisors was carried out more than twice, and problems were still found in the domicile of prospective students. As for the field of health checks, medical personnel is still inadequate compared to the number of prospective students being examined, and indications of health disorders are still found in students who pass the health examination. Meanwhile, in the psychological examination, it was still found that prospective students who scored TMS (Not Eligible) for psychological examinations below 61 still passed. In the field of physical ability testing, there is no standard uniformity in the use of physical ability test equipment between one Polda and another.

In the field of PMK (Mental and Personality Search), there is still a lack of accuracy from Pabanrim in issuing SKCK (Police Note Certificate), so prospective students are still found who are indicated by criminal acts or other deviant behavior. In the competency test, there are limited facilities and infrastructure for carrying out skills tests, especially at the Bakomsus (Special Competency Officer) at the Panda level. In addition, there is an MoU between the National Police SSDM and the Balitbang Kemendikbud regarding the use of facilities and infrastructure, as well as experts for academic tests, which were not followed up. By the local committee. In the policy aspect, there is still a schedule for the health check-up, which coincides with religious holidays and UNBK activities. Besides that, the time used for socialization is still too short/sudden. The use of the WBS (Whistle Blowing System) and C&C (Clean & Clear) applications for Polri HR has not yet been implemented—optimally socialized to the community in the process of implementing the Recruitment of Polri personnel.

In addition, the lack of cooperation carried out by the National Police with related agencies in the personnel recruitment process in the field is still not optimally implemented. This can be seen from the three main factors, namely communication, coordination, and collaboration in implementing the Recruitment of Polri personnel which has not been optimal. The lack of communication between the organizing committee and the potential of the community, both traditional leaders, youth leaders, and

religious leaders, as well as community leaders, in conducting the selection of Polri personnel recruitment by prioritizing existing local wisdom so that they have not been able to accommodate candidates for Indonesian National Police. The lack of coordination in the Recruitment of Polri personnel also occurs between the Polri and the Ministry of Finance, resulting in the unavailability of budget needs as expected.

In addition, there is still insufficient coordination between Panda and the local government in supporting aspects of budgeting and infrastructure facilities in selecting Polri personnel recruitment activities in their respective regions. Implementing the Recruitment of Polri personnel also needs to optimize collaboration with related parties. The condition of this lack of coordination can be seen from the lack of optimal supervisory cooperation between the Police and related institutions/agencies as well as community components in monitoring every stage of the implementation of the Recruitment of Polri personnel and reporting their findings to the committee to be followed up by procedures.

Supervision

Supervision The Recruitment of Polri personnel is carried out strictly and continuously for the entire series of personnel recruitment activities involving internal and external supervisors. Internal supervision is carried out functionally involving the National Police organization carried out by the Itwasum/Itwasda Institution and the National Police Propam. External supervision is carried out by involving community components that have concerns for the National Police and can work together in building the National Police in a better direction (realized by making an MOU with NGOs, Youth Leaders, and Religious Leaders to supervise the acceptance mechanism). Supervision of the Integrated Team is carried out by involving collaboration with related institutions/agencies as well as community components to monitor the implementation.

However, several problems were encountered in the implementation stage, including the absence of a Standard Operational Procedure (SOP) at each stage of the selection. In addition, the WBS and C & C applications for Polri's HR are not properly socialized, which causes less than optimal supervision in the selection stages. Another obstacle encountered was the absence of external supervisors at each stage of the selection carried out. Other obstacles are related to the technical implementation of the selection, which does not support the transparency and objectivity of the results of the ongoing selection.

Strengthening the Police Recruitment Strategy

By looking at the current condition of Polri recruitment, it is necessary to have a strengthening strategy in implementing the Recruitment. The strengthening, of course, aims to make the results of the Recruitment carried out by the goals desired by the organization, namely to create a predictive, responsive, and fair transparency policy. Therefore, to strengthen this, the Police need to carry out several policies that can support this. The policy is an outline of general provisions that act as guidelines, guidelines, or guidance to reach an understanding so that there is integration to achieve the goals and objectives that have been set.

Based on some of the problems raised in the previous discussion, one of the policies that can be taken is the preparation of software that is used as performance guidelines related to the implementation of providing transparent and accountable Polri personnel. This is important because the current condition is that there are still no standard rules that can be used as guidelines in the Recruitment carried out by the Police. This, of course, will be a problem in the implementation stage, which has the potential to produce non-standardized activities (planning, organizing, implementing, and monitoring), which results in differences in the quality of implementation results between Pandas.

Optimization of Facilities and Infrastructure

In addition to these steps, it is necessary to optimize the facilities and infrastructure that will support the implementation of Polri recruitment (Fauzi & Nurhaeni, 2018). As stated above, one of the problems faced is that the supporting facilities and infrastructure are not yet optimal to realize the objectivity and transparency of the results of the selection. For this reason, it is necessary to take an inventory of what supporting facilities and infrastructure are needed to realize the Recruitment of the National Police, which is based on the principles of being clean, transparent, accountable, and humanist. So far, the implementation of Recruitment has only focused on the implementation of Recruitment, which takes approximately 3-4 months. However, after that, the activities carried out were only socialization and campaigns. The long lag time should be made to prepare supporting facilities and infrastructure. If it is not possible to provide these needs simultaneously, it is better to start exploring cooperation with local governments or other elements of society. So that during the implementation of recruitment and selection activities, there are no significant obstacles in terms of limited supporting facilities and infrastructure.

Cooperation is one of the most feasible approaches to meeting the needs of facilities and infrastructure in implementing Recruitment and selection at the central and regional levels. The fulfillment of these facilities and infrastructure will depend on the availability of the budget allocated by the government to the National Police. Therefore, cooperation becomes realistic in establishing communication, coordination, and collaboration to optimize the recruitment and selection process carried out by the National Police.

Increased implementation of Polri recruitment is expected to accommodate candidates for National Police personnel from the region through proactive communication with various components of society (Ganapathy et al., 2020). The cooperation carried out by the Police through intense communication strengthening is expected to support the provision of competent Polri personnel through the need to provide quality and superior Polri human resources. The increased coordination process with the Ministry of PAN RB can support providing the ideal Polri personnel. In addition, the coordination process for strengthening the National Police human resource management system is also expected to be improved with the Ministry of Finance in the process of providing budget needs that are periodically and continuously increased to support the annual quota of Polri personnel optimally. Other strengthening of coordination that is expected to be seen from the need for increased coordination between the organizers of the provision of Polri personnel in the regions (Panda) and the Regional Government, both in increasing the need for budgeting support, the need for logistics and supporting facilities for the provision of Polri personnel, especially at the regional level.

In terms of collaboration, it is hoped that in the implementation of providing professional, modern and reliable Polri personnel, it is hoped that this can be done by involving the participation of various relevant stakeholders and various elements in the community to participate in carrying out control over the implementation of each stage of the provision of Polri personnel optimally. Through active collaboration between the organizing committee and elements of the community, and other relevant agencies, it is hoped that it will increase the supply of qualified and superior Polri personnel in responding to the challenges and needs of the Polri organization in the future. By implementing good communication, coordination and collaboration with all stakeholders, it is hoped that the Recruitment and selection of the National Police will be able to optimize the fulfillment of the facilities and infrastructure for the activities carried out.

Improved Recruitment and Selection Supervision

In addition, to ensure that the implementation of Polri recruitment runs according to expectations, namely finding the right and qualified people to participate in education for the formation of the National Police, it is necessary to develop an effective monitoring and control mechanism (Ratnasari & Prasojo, 2020). The rapid development of information and communication technology can be a way and a solution to realizing effective supervision and control. The National Police, as far as possible, began to shift the implementation of the selection that was still manual to technology-based. The implementation of technology-based selection will minimize errors in its implementation, either due to intentional or due to negligence. In addition, the use of technology will support the transparency of the results of the selection carried out because the results will be easily known by all parties, which will lead to accountability for the results of the selection.

In addition, an internal control mechanism is needed, which is expected to be implemented optimally by involving the functional organization of the National Police in reviewing each stage of the selection. This internal monitoring can be carried out by Itwasum/Itwasda and the National Police Propam through periodic evaluations. Then it is also necessary to supervise both directly, and indirectly the Regional Committee carried out by the Central Committee. In addition, the mechanism for monitoring the process of organizing the Recruitment and selection of Polri personnel is expected to be improved through a mechanism for reviewing data on information and reports that the regional committee has made.

Apart from this, it is also necessary to involve various community components to carry out external supervision in providing clean, transparent, accountable, and humanist Polri personnel. With an increase in the active involvement of community components in the process of providing Polri personnel, it is expected to support the National Police in realizing superior Polri HR in the Police 4.0 era. To realize this, a joint committee must be built between the community components in the form of formal legality in the form of a memo of understanding (MoU) between the Police and the community components in carrying out joint supervision in the recruitment and selection process for Polri personnel.

Then, no less important, it is also necessary to involve other related components in supervising the Recruitment and selection of Polri personnel by involving educational institutions, academic practitioners, and other components in an integrated manner. With this, it is hoped that all relevant stakeholders can be empowered optimally through collaboration with related institutions/agencies and community components to supervise and monitor personnel provision. The involvement of community components which are members of the integrated team is expected to prevent various potential irregularities in every stage of the provision of Polri personnel through data collection activities and to record various findings in the field. These findings will then be used as recommendations for the National Police, especially to the Regional Police Chief at the regional level and to the US National Police Chief HR at the central level regarding the recruitment and selection process for Polri personnel.

Affirmative Action

What is no less important is to design how the affirmative action mechanism will be carried out in the Recruitment by the National Police. Affirmative Action can be carried out through policies specifically given to certain groups/groups proportionally in the context of proactively providing qualified and fair candidates for members of the National Police for sons and daughters from various regions in Indonesia. Proactive provision of prospective members of the National Police for the category of Affirmative Action is carried out for candidates for National Police Officers who come from Outermost small islands or border areas, Inland regions/tribes, and remote inhabited islands. The leadership's policy on this strengthening

Action aims to seek equality based on identity classification (race, gender, ethnicity, etc.). This policy is, of course, implemented without neglecting the quality of the Recruitment itself. So things that are "fixed prices" must be maintained to realize superior and quality Polri human resources in order to realize the goals of the Polri organization itself.

The existence of affirmative Action in the recruitment and selection system in the National Police is a change expected to accelerate development in areas not yet fully covered by development programs. The National Police leadership hopes that the merit system implemented as the basis for affirmative action can increase people's motivation to register as a candidate for the National Police and encourage them to perform their duties optimally. Today, meritocracy is often used as a positive connotation to describe a social system that allows people to achieve success in proportion to their talents and abilities. Affirmative Action that is realized through Recruitment and selection with a merit system will minimize the formation of "groups" in groups who feel discriminated against by the organization based on their inadequate abilities or related to certain groups or races.

Implementation of Guidance and Training of Pre-Polri Personnel

In addition, in the Recruitment of the National Police, one of the obstacles faced is the high interest of the registrants, which is not accompanied by the quality of the registrants. To overcome this, coaching, training, and development of prospective Polri recruitment participants can be carried out through the implementation of Pre-Recruitment in accordance with regional character to support the quality of prospective Polri personnel as expected. This guidance and training can be implemented in collaboration with schools in their respective regions with the support of local governments and other stakeholders. With this guidance and training, it is hoped that the prospective Polri recruitment participants will be better prepared to face the selection so that the people who pass the selection will be people whose quality cannot be doubted.

From the aspect of knowledge, through the implementation of guidance and training, it is hoped that it can increase prospective students' understanding of the process of providing Polri personnel (Mastoro et al., 2020). In addition, it is hoped that there will be an increase in the basic knowledge of prospective students in understanding the legislation, especially those relating to the main tasks, roles, and functions of the National Police. Through the guidance and training, it is hoped that it will also provide an understanding for prospective participants of the values of Pancasila, the 1945 Constitution, Bhineka Tunggal Ika, and the Unitary State of the Republic of Indonesia to their duties and roles later as members of the Indonesian National Police in the field. And no less important, it is also hoped that there will be an increase in the basic knowledge of prospective students in developing their potential in realizing the 12 values of national character/values of national identity, which include: Faith, humanity, integrity, humility, tolerance, brotherhood, selfless, discipline, cooperation, achievement, innovative and communicative.

As for the ability aspect, with more mature preparation in the face of a series of tests for the provision of Polri personnel, it is expected to increase the ability of prospective students in the selection process (Sitorus et al., 2021). Through the guidance and training, it is hoped that prospective students will be better prepared to face psychological tests so that in the implementation of psychological tests, the ability of prospective students to cooperate, lead and handle problems as well as solutions to problems given can be in accordance with the required standardization of assessment. By participating in the guidance and training, it is also hoped that prospective students will be able to prepare for their physical abilities on a regular basis. Physical ability is a form of physical fitness test that is assessed by prospective students, which includes the ability to run, sit-ups, push-ups, pull-ups, chin-ups (for women), shuttle

runs, and swimming so that through the preparation of more mature physical abilities, it is expected to improve results. Graduates are in the process of assessing the physical ability of the provision of prospective Polri personnel in the field.

Then from the aspect of attitude, through mental preparation and attitude of prospective Polri personnel, it is hoped that it will be able to increase prospective students who successfully pass the psychological test. Through the implementation of guidance and training, it is expected to increase prospective students who can control their emotions stably so that they can influence the results of the graduation assessment of psychology in the field. In addition, it is also hoped that it will be able to increase the maximum assessment results on the value of the battery test for self-control, self-adjustment, and self-confidence that prospective students must have in dealing with and passing the results of psychological analysis tests. Besides this, through the implementation of guidance and training, it will be able to improve the results of psychological assessments carried out both in writing and through interviews in the process of providing Polri personnel, which are expected to support the provision of personnel by psychological assessment standards.

Proactive Recruitment through Talent Scouting

To obtain quality Polri human resources, Recruitment based on talent scouting is also something important to be carried out, especially at the level of the National Police Officer, who is the backbone of the organization (Kuncoro & Tunas, 2019). Talent scouting which is carried out in the context of searching and scouting prospective members of the National Police who have special talents, interests, and potentials needed by the National Police, is carried out through academic achievement and/or non-academic achievements. Talent Scouting in the plan to provide proactive Recruitment of Polri members is applied to Polri NCOs to obtain Polri members who have quality, talent and competitiveness according to the organization's needs. Police personnel professionalism. In the National Police NCO Talent Scouting, the process of sorting, selecting, and fostering talents, the National Police plans to collaborate with relevant Ministries that have high credibility to work together to support each other in finding talents, especially in the process of proving that these talents do have achievements in academic or non-academic fields.

In the academic field, candidates for NCO who are still in class XII can be included in the talent group by taking into account the provisions that the person concerned is 1st place to 3rd place at the district level or up to 5th place at the provincial level or up to 10th place at the national level in science olympiad that followed. This must be proven by a certificate/trophy/medal and a certificate from the authorized agency/institution. Meanwhile, candidates who graduated from SMA/MA must have a national exam score of rank 1 (not improvement scores) up to the best ten at the district/city level, as evidenced by a local, provincial education office certificate. Meanwhile, prospective students of the Source Police Inspector School (SIPSS) must have a minimum cum laude score from a public/private university and an accredited education program A. This proactive provision policy is implemented nationally by considering the quality and competence of prospective participants in proactive Recruitment according to the needs of the National Police. Selectively and proportionally while still upholding the principles of Clean, Transparent, Accountable, and Humanist (BETAH).

Recruitment by prioritizing the BETAH principle

To strengthen the Recruitment of the National Police, it is also necessary to make efforts to improve, organize, and change every process of providing Polri human resources at every stage, both in the Rikmin Sector, Rikkes Sector, Rikpsi Sector, Physical Ability Test, PMK Sector, Competence Sector, and Results. Money can optimally support the provision of Polri personnel. Therefore, it is necessary to build the commitment of all personnel members of the National Police NCO recruitment committee to always prioritize the BETAH (Clean, Transparent, Accountable, and Humanist) principle in every stage of the National Police personnel recruitment process. In addition, commitment from the leadership of the National Police is also needed to apply the principle of merit in the form of avoiding intervention by the leadership on the committee or the recruitment and selection system implemented by the National Police.

The BETAH principle (clean, transparent, accountable, and humanist) is implemented to attract professional NCOs (Setiyono, 2017). Clean, namely the process of accepting candidates for National Police Officers carried out objectively, honestly, fairly, and free from Corruption, Collusion, and Nepotism (KKN). Transparent, i.e., all stages of acceptance are carried out openly with the supervision of internal and external parties and open access to the public. Accountable, i.e., the process and results of accepting candidates for NCO candidates can be accounted for. Humanists, namely humanely treating candidates for NCO.

To realize the BETAH principle, one of the steps taken is to launch the 123 Clear and Clean program, which is a Polri program that is presented in the form of a campaign to socialize the registration or acceptance of Polri members and increase public interest in registering to become Polri members, both from officers, non-commissioned officers, as well as enlisted. Through the 123 Clear and Clean program, the National Police has proven its promise to clean up its members who are naughty for "playing money" in recruiting new police officers and will be subject to severe sanctions. The Indonesian National Police Headquarters does not play games in cleaning up the Recruitment of Polri members from bribery and illegal levies.

The Police do not hesitate to give strict sanctions to members involved in extortion and bribery. The socialization of the 123 Clear and Clean Program was simultaneously carried out at the Polres throughout Indonesia. For the implementation and procession of the 123 Clear and Clean Program Socialization campaign, the National Police handed over to each Polres throughout Indonesia to be as creative as possible. The existence of various print media and social media so that the entire community can easily access various information related to the 123 Clear and Clean Program is expected to slowly encourage the public to obtain information related to the transparency of the recruitment process for the National Police Officers.

CONCLUSION

There is a shortage of the quantity of personnel provided in the Polri organization due to the non-optimal intake, with the number of personnel shrinking. In addition, if viewed from the quality aspect, there is still a lack of knowledge, ability, and attitude of prospective Polri personnel in participating in the selection of Polri personnel supply due to the large interest of the community, which is not accompanied by strengthening the capacity of prospective Polri personnel. Therefore, several strategies are needed to strengthen the implementation of Polri's Recruitment to maximize the recruitment and selection process. Several steps that can be taken include the preparation of software that is used as a guide in recruitment and selection activities as well as optimization of supporting facilities and infrastructure to realize

objectivity and transparency of the results of the selection. In addition, it is also necessary to develop an effective monitoring and control mechanism, which is no less important to design how the affirmative action mechanism will be implemented.

In addition, in the Recruitment of the National Police, one of the obstacles faced is the high interest of the registrants, which is not accompanied by the quality of the registrants. To overcome this, coaching training, and development of prospective Polri recruitment participants can be carried out through the implementation of Pre-Recruitment guidance and training in accordance with regional character to support the quality of prospective Polri personnel as expected. To obtain quality Polri human resources, Recruitment based on talent scouting is also something important to be carried out, especially at the level of the National Police Officer, who is the backbone of the organization. To strengthen the Recruitment of the National Police, it is also necessary to make efforts to improve, organize, and change every process of providing Polri human resources at every stage of Recruitment and Selection.

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