

Good Governance in the Dynamics of Recruitment of Polri Members Year 2015-2019

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Abstract

The phenomenon that occurs in the recruitment process for members of the Indonesian National Police in realizing Good Governance is following the principles of good management, such as Clean, Transparent, Accountable, and Humanist. This is intended so that the philosophy of the right man on the right place remains the basis for consideration in the context of recruiting members of the National Police. However, it is possible to accept the recruitment of members of the National Police, which is considered to be full of acts of corruption, collusion and nepotism (KKN). The purpose of this study is to analyze the problems faced by Polri in managing the principles of good governance through the BETAH principle in the recruitment of Polri members in 2015-2019. The research method used in this study is a descriptive method with a qualitative approach that is oriented towards naturalistic or natural phenomena, aiming to understand human and social problems. The results of the study show that various irregularities still occur in the recruitment and selection process for the National Police organized by Polda throughout Indonesia. The various modes of deviation include: (1) fraud and embezzlement by promising to pass, (2) the policy of prioritizing local sons, (3) leaking test questions, and (4) abuse of authority. These various problems occur because there are still gaps that have the potential for irregularities in the mechanism of the National Police recruitment and selection process, so this study will also discuss issues related to the mechanism of the National Police recruitment and selection process which still has the potential for such irregularities to occur. The selection of the National Police, which is held by all regional committees in all regional police units, must be able to formulate regulations and mechanisms that can ensure the implementation of the National Police recruitment and selection process based on a merit system.

Keywords

dynamics, governance;
recruitment



I. Introduction

Bureaucratic reform has been announced by the government in 2010 in the Grand Design of Indonesian Bureaucratic Reform (GDRB, 2010) by issuing Presidential Regulation (Perpres) Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 and Regulation of the State Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 20 Year 2010 concerning the Road Map for Bureaucratic Reform 2010-2014. Basically, these rules say that bureaucratic reform aims to create a professional government bureaucracy with adaptive characteristics, integrity, high performance, clean and free from corruption, collusion and nepotism (KKN), capable of serving the public, neutral, prosperous, dedicated, and uphold the basic values and code of

ethics of the state apparatus. The concept of bureaucratic reform accompanied by efforts to create excellent service explains that bureaucratic reform carried out by the government is currently focused on improving the quality of public services. The existence of the government is closely related to the function of public service (Karyono, 2019). This is because one of the reasons and the importance of bureaucratic reform by the government is the low quality of public services provided by the bureaucracy to the community. Bureaucratic reform is a major change in the procedures for implementing holistic public affairs that include all elements of public organizations such as laws, structures, procedures, policies, and organizational culture (Caiden, 1991).

The 2019 Ministry of State Apparatus Empowerment and Bureaucratic Reform Performance Report shows significant progress in the development of the Indonesian government's bureaucratic reform, including:

1. Implementation of an open system of personnel recruitment;
2. More effective and efficient government budget management by prioritizing accountability and transparency;
3. Implementation of e-government;
4. Public services that lead to excellent service; and
5. Increasing the integrity of the apparatus.

These conditions have an impact on increasing the country's capacity for national development. The following is a graph of the progress of the implementation of bureaucratic reform in 2017 to d. 2019 as follows:

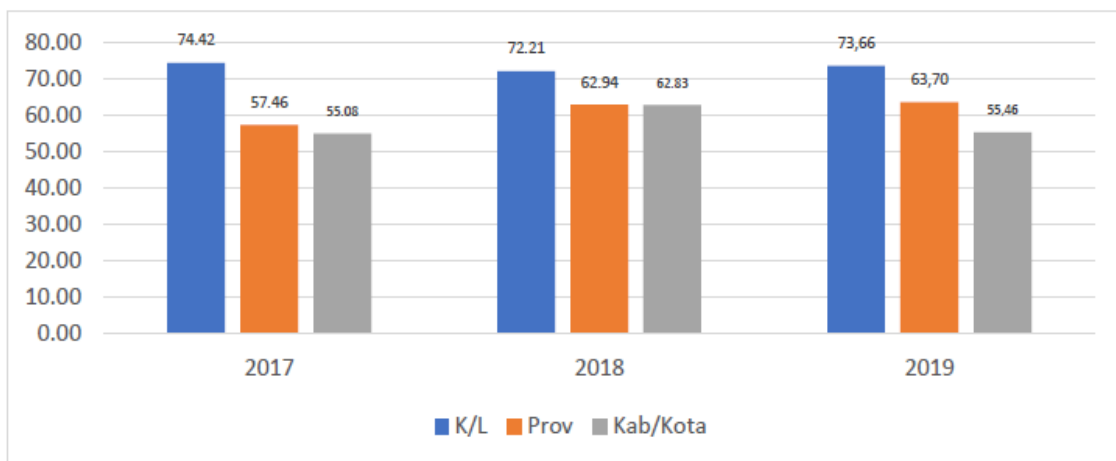


Figure 1. National Average Bureaucratic Reform Index 2017-2019

Source: Strategic Plan of the Ministry of PANRB for 2020-2024

Based on Figure 1, it is known that the 2019 National Average Bureaucratic Reform Index (RB) for Ministries/Institutions (K/L) is 73.66, provinces are 63.70, and districts/cities are 55.46 (the results of the evaluation Ministry of PANRB towards the implementation of the 2019 bureaucratic reform program). Compared to the 2019 target, the average achievement was 99.03%. When compared with 2018 achievements, the average index of K/L and province has increased, while districts/cities have decreased. This is due to the addition of the number of regencies/cities being evaluated. The RB index of the district/city government that was only evaluated in 2019 has a tendency to produce an unfavorable RB Index, so that even though districts/cities that have been implementing bureaucratic reform for a long time have a tendency to have a good RB index, it still affects the average value (Ministry of State Apparatus Empowerment and Bureaucratic Reform in 2020).

II. Review of Literature

Based on Article 2 of the Regulation of the Head of the National Police of the Republic of Indonesia Number 10 of 2016 concerning Admission of Candidates for Members of the National Police of the Republic of Indonesia, in order to obtain superior and quality human resources, it is necessary to have a system of accepting prospective members of the National Police which is carried out with "BETAH" which stands for Clean, Transparent, Accountable and Humanist, as follows:

2.1 Clean

The implementation of Polri Bureaucratic Reform in general aims to build and shape the profile and behavior of the Polri apparatus, namely creating and building a Polri apparatus that is clean, professional, responsible and of high integrity, productive, and capable of providing excellent service to the public or to the community. behavior and mindset and work culture of the apparatus. The Police in their work always maintain a professional attitude and uphold moral values, namely honesty, loyalty and commitment as well as maintaining personal integrity.

2.2 Transparent

Transparency is the provision of information about government to the public and guaranteeing the ease of obtaining accurate and adequate information. Transparency is more directed to the clarity of the mechanism for the formulation and implementation of policies, programs and projects made and implemented by the government. Good governance is a government that is transparent to its people, both at the central and regional levels. People can personally know clearly and without hiding anything about the process of public policy formulation and implementation. In other words, all policies and implementation of policies both at the center and in the regions must always be implemented openly and known to the public. (Widodo, 2010:28). Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those who need it. Information must be understood and can be monitored. (Widodo, 2010:25).

2.3 Accountable

Accountability is a service that can be accounted for in accordance with the provisions of the applicable laws and regulations (Wibawa, 2009:144). Accountability requires that decision makers behave in accordance with the mandate they receive. For this, the formulation of the policy, together with the means and results of the policy must be accessible and communicated both vertically and horizontally properly. (Mardiasmo, 2009:29).

2.4 Humanist

One approach or paradigm to facilitate professional bureaucratic services is to use a humane approach, or what is referred to in this paper as the humanist paradigm. The humanist paradigm can be given the meaning that a person in treating others must pay attention to the human side of that person, group, or society. This means that if individuals or groups become part of the state administration (public), then in providing services they must also pay attention to the human side of the community they serve. Humanist, namely the acceptance of prospective members of the National Police is carried out with a friendly, polite attitude, and upholds the value of human rights.

III. Research Methods

The research method used in this study is a descriptive method with a qualitative approach that is oriented towards naturalistic or natural phenomena, aiming to understand human and social problems. According to Sugiyono (2016:1) what is meant by qualitative descriptive method is a research method used to examine the condition of natural objects, (as opposed to an experiment) where the researcher is the key instrument, the sampling of data sources is carried out purposively and snowball, the technique triangulation (combined) collection.

Qualitative research approach is research that intends to understand the phenomenon of what is experienced by research subjects (Mani et al, 2016) for example behavior, perception, motivation, action, etc. holistically, and by way of description in the form of words and language, in a particular natural context. Qualitative research basically aims to find or at least recognize a (new) theory and draw conclusions inductively.

IV. Discussion

The Police acceptance process is used to recruit applicants for police candidates. In this recruitment process, Polri institutions provide open socialization through mass media, banners, billboards, and direct outreach to high school/vocational schools and the community. The process of acceptance stage is carried out openly to prospective participants where at the time of selection participants can see firsthand the results of all stages of the selection of National Police acceptance. The process from receiving the file to graduation is all under supervision. In this supervision, all parties play a very important role in supervising every stage of the recruitment selection process to attract qualified Polri members, have high integrity in their work and most importantly have an attitude of protecting, nurturing, and serving the community.

The reception of the National Police starting from the Police Academy to the enlisted is carried out simultaneously and always applies the BETAH principle (Clean, Transparent, Accountable and Humanist). The principle of being at home in this reception, the National Police cooperates with other parties to prove that the acceptance of the Police is carried out in a clean, transparent, accountable and humanistic manner, namely:

1. Implement the ISO 9001:2008 quality management system;
2. Utilizing computer program technology in the selection of academic questions, recapitulation of academic test results, the process of determining ranking and determining graduation;
3. Cooperation with cross-sectors.

With the clean principle, it can change the perception of many people regarding the acceptance of Polri members and make the Polri better and produce qualified and responsible Polri members. The implementation of the principle of being at home has also been carried out by the Regional Police (Polda) at the reception of Polri members involving internal and external supervisors. The same goals are not allowed to intervene in the committee, open all to supervisors, transparency at every stage of selection, process and results can be accounted for to the public and treat prospective students as citizens who need to be served well and lovingly during the selection on the implementation of the National Police reception using the basic principle of acceptance, namely BETAH (Clean, Transparent, Accountable and Humanist) which is described as follows:

1. Clean

Every year, the acceptance of candidates for members of the National Police always gets the attention of many groups, including the mass media. Criticisms and highlights are often raised regarding the strong nuances of collusion and nepotism in the selection process for members of the National Police. The problem is, without a selection process that is pure and free from fraud, it is impossible to obtain qualified and competent community resources in their fields, which in the next stage will have a direct impact on the performance and productivity of the Police in serving the community and running the government.

The eradication of KKN in the selection process for Polri members received special attention from the National Police Chief who emphasized that the recruitment of Polri members was carried out with healthy competition. Currently, the recruitment of Polri personnel is carried out by each regional police, both for non-commissioned officers and officers. And most importantly one, there is no paid recruitment and if there is a payment the committee members will be removed (<https://www.merdeka.com> downloaded on January 3, 2021). The Head of Dalpers Rodalpers SSDM Polri as resource person 01 gave the following information:

In order to support the realization of a clean selection process, it is necessary to align the vision and mission as well as commitments, one of which is through the reading of the oath and signing of the integrity pact. "The integrity pact is a commitment from the committee and participants in carrying out a series of selection activities seriously with their capabilities and trying their best to avoid all forms of irregularities. To all participants of the National Police recruitment selection, keep the spirit in undergoing the selection, follow all stages seriously, and maximally avoid committing violations in the slightest thing, because it will harm yourself.

All stages of the selection process for the recruitment of prospective Polri members are carried out cleanly and without any irregularities and free from corruption, collusion and nepotism (KKN) with the signing of the On The Road Integrity Pact (PINTER) and taking the oath of promise by the committee, parents and selection participants. Integrated acceptance of prospective members of the Police. Sesropaminal Div Propam Polri as resource person 02 gave the following information:

The purpose of signing and taking the oath is to supervise, motivate participants to remain calm and confident in themselves in following the selection stages without any elements of irregularities or corruption, collusion and nepotism (KKN).

All stages of the selection process are carried out in a clean, transparent, accountable, objective and humanistic manner. So that later or the output of the Police can receive personnel who are truly professional, modern and trusted as well as outstanding and innovative. The process of accepting members of the National Police is carried out in a clear and clean manner because the good or bad of an organization depends from the people within it. So that the recruitment process must be completely clean and free from KKN.

Currently, the recruitment of members of the National Police is no longer just an effort to fill vacant formations with the appropriate minimum qualifications. Recruitment is also burdened with the responsibility to sterilize the bureaucracy from all KKN practices, both in the withdrawal process and until it passes the selection, it should also not be subject to KKN polarization while on duty. In a new era that demands good governance in the bureaucracy within the Polri, recruitment is expected to be able to attract Polri members who, in addition to meeting minimum qualifications, must also have responsibility, have a high commitment to their duties, be honest and transparent, accountable, able to play an active role. participation) and others. This hope will actually become a reality when the recruitment process is carried out in a clean and responsible manner, using clear recruitment standards.

2. Transparent

In principle, the recruitment of members of the National Police is carried out while still adhering to and adhering to the principle of transparency. Meanwhile, what is meant by transparency here is oriented towards providing the widest possible opportunities for all citizens. The recruitment process for Polri members begins with planning which is carried out through the process of preparing and determining formations. After obtaining the required formation, an announcement of the selection is made which is widely announced to the public. Furthermore, the registration process and administrative selection will be carried out. After the administrative selection is carried out, applicants who are declared entitled to take part in the next stage are obtained. From each implementation stage, it will be seen whether it is transparent or otherwise by taking into account the openness of the implementation of the recruitment process, understanding of the rules and procedures in the recruitment process, the availability of information by the implementing committee, the ease of obtaining information related to the recruitment process, and the availability of a complaint mechanism for employees. the applicants.

The implementation of the recruitment process for members of the National Police so far has often caused problems both related to the planning process, implementation of the selection and the announcement process. This situation makes the public assume that the implementation of the recruitment process so far is full of KKN and is not transparent. The lack of established transparency can lead to negative perceptions in the community, where there is an abuse of authority that leads to KKN practices in the recruitment process, both in the formation process, up to the selection process. In the current era, all should be required to be clean and transparent in order to realize good governance and clean government. All members of the National Police must manifest a Transparent attitude in all Recruitment Processes starting from the stages of Campaign/Socialization, Registration, Selection to the graduation determination session.

In principle, the recruitment of members of the National Police is carried out while still adhering to and adhering to the principle of transparency. Meanwhile, what is meant by transparency here is oriented towards providing the widest possible opportunity to all members of the community who meet the requirements set out in the framework of accepting members of the National Police. The application of the principle of openness is not unlimited openness. However, openness is limited by statutory provisions, meaning that openness must still maintain state secrets. This is important to understand, because revealing state secrets is a form of criminal offense that is punishable by crime, as stipulated in the Criminal Code (KUHP).

The principle of transparency means that the Police are open to all supervision, both from internal and external institutions, transparent at every stage of selection and have been guided by the code of ethics. External institutions that will oversee this registration include the Indonesian Doctors Association (IDI), the Education Office (Disdik), Dikti, HIMPSI, Universities, the National Accreditation Board for Higher Education (BAN PT), the Population and Civil Registration Service (Disdukcapik) and independent institutions such as Kompolnas, National Crypto Agency, NGO for Human Resource Improvement and parents of participants.

The vulnerable point in the recruitment of Polri members is the selection process. The selection process that is less objective, not transparent and does not reflect accountability reduces public confidence in the selection mechanism for Polri members. The impression that the selection process for prospective members of the National Police is thick with the smell of Collusion, Corruption and Nepotism (KKN) practices cannot be completely eliminated. This can be seen from the various fraud cases reported by the mass media, both print and electronic.

Every time the announcement of the acceptance of Polri members is opened, it is always in demand by many applicants. This is understandable considering that this profession is considered to have a fairly secure future. The large public interest in applying for this job often causes various problems, both before and after the announcement of the results of the tests for members of the Police. Such as the emergence of alleged cases of bribery in the form of facilitation payments to pass the selection, the prevalence of brokering practices, the circulation of magic letters, delays in the implementation of the selection exam for some time, the circulation of rumors of leaks in test questions, double graduation and problems with the Computer Answer Sheet (LJK).) and scoring. This is a manifestation of dissatisfaction with the procedures for accepting Polri members, which are considered to be full of nuances of KKN practice, inadequate preparation and lack of coordination to anticipate various problems that are expected to arise during the registration period and after the announcement of the results of the selection of Polri recruits.

The implementation of the acceptance of Polri members has been carried out transparently in the process of each stage of the acceptance test, although the implementation is still not optimal. Starting from the initial administration stage to the final administration, everything is done openly. The principle of transparency applied in these institutions is not only implemented at the time of acceptance of Members but is also carried out in the entire series of tasks, principals and responsibilities in carrying out tasks. The description of research related to transparency in the admissions of members of the National Police for the 2015-2019 fiscal year, namely:

- a. The information provided by the institutions of the Indonesian National Police is clear, making it easier for prospective students to receive information regarding the admission of members of the National Police.
- b. Information accessed by prospective students is easy because the information is related to admissions
- c. The existence of a hotline in every official publication on banners, billboards and web installed is an effort of a complaint mechanism that is carried out if there is a discrepancy in the implementation process.
- d. This Membership Admission has also been published through various media such as print media, namely newspapers and electronic media such as radio and TV so that it can make it easier for all people to know about the acceptance of Polri Members at the Regional Police. In addition, the committee also publishes this to high school / vocational schools but it is still not optimal.

3. Accountable

Accountability is the obligation to convey accountability or to answer and explain the performance and actions of a person/legal entity/collective leader of an organization to parties who have the right or authority to ask for information or accountability. Accountability is another key to the need for good governance and is considered responsible and accountable for the results determined as a result of an activity where someone has authority, decision makers in the organization are responsible to internal and external stakeholders. Especially in the government bureaucracy, accountability is an effort to create a system to monitor and control the performance of the bureaucracy.

Accountability in the recruitment of Polri members is the team's responsibility for the process and results of the recruitment of Polri members. Recruitment of accountable members of the National Police is carried out through honesty in carrying out recruitment, accuracy in managerial implementation of recruitment, and accuracy and financial suitability that exists or is held for recruitment purposes. Accountability of recruitment of members of the Police, namely:

- a. The decision-making process in each of the results of the acceptance of Polri members is carried out in writing.
- b. The clarity of the results of the announcement and the results of each stage of the test can be accounted for in order to obtain qualified members of the National Police.
- c. In the process of the acceptance test for members of the National Police, all information on the mechanisms and processes that have been determined and ordered by the leadership is disseminated. The selection exam uses a computer aided test (CAT) based method that ensures accountability. The use of technology is one of the efforts to improve CASN recruitment procedures, based on a merit system.
- d. Information that is decided in the announcement of the final stages of the implementation of the acceptance of Polri members is also published in mass media such as the police website, the police website.
- e. In the implementation of the acceptance, it is also made if there is a discrepancy with the results of the test stages, the candidates for the National Police are given the opportunity to complain about the results that are not in accordance with the results that have been determined.

The selection of Polri members as a continuation of the recruitment process, uses several selection methods which include:

- a. Administrative checks,
- b. Psychological examination,
- c. Medical examination,
- d. Physical and anthropometric fitness tests,
- e. academic test,
- f. Deepening of Personality Mental Search (PMK).

Layered supervision involving internal and external parties as well as transparent corrections and announcements of results on the same day are positive values, while the potential for fraud is an assessment that still uses human power so that there is potential for subjectivity in the assessment that has not been supported by technology that can erode the potential for subjectivity. . The use of technology that has not been fully automated, such as the use of the LJK system in the written test, is also a potential fraud. Including the absence of a computer-based technology system (application) that integrates the overall value results of each sub-item and each item of a selection method that automatically processes values into final values so that they still use human power (operators) to input values into value processing applications which cause potential value manipulation.

The graduation criteria for ex-Akpol selection participants is an affirmative action carried out by the Police which has more value because it allows the National Police to get quality non-commissioned personnel because they get participants who pass all stages of selection at the Police Academy level with a higher qualification level than the NCO level. However, the quota has not been determined from the start, so it has the potential to take over the quota of other participants. Regarding this, a source from one of the Polri officials at the HR bureau explained that he could not determine the quota from the start for the graduation criteria for ex-Akpol selection participants because it was not known beforehand how many people were declared Unselected Passed in the Akpol selection who were then willing to join as prospective NCO education students, However, this provision has been regulated in the regulations so that the presence of the passing criteria for ex-Akpol selection participants will erode the position of non-commissioned officers in the lowest rank, because the graduation criteria for ex-Akpol selection participants are considered more qualified because they have passed the selection with qualifications at the Akpol cadet level.

4. Humanist

Humanist principles, in which the service approach, treatment of candidates is humane, non-discriminatory and fair. Fair in recruitment means giving equal opportunities to everyone and giving equal treatment to every applicant. As stated by the Head of Dalpers Rodalpers SSDM Polri as resource person 01 gave the following information.

Each participant is required to have quality in accordance with predetermined requirements, both regarding the mental aspects of personality, intellectual, and mental physical fitness. To the committee to apply the strict principles of clean and clear serve optimally, not discriminate and be fair to all selection participants and conduct participants humanely, transparently and still follow the code of ethics and applicable rules and all selection results can be accounted for vertically and horizontally.

Selection is carried out fairly and based on the abilities possessed by applicants. In addition, the assessment is also carried out fairly without discrimination, meaning that the assessment of prospective members of the National Police must be carried out relative to others, so whether or not the objectivity required must state fair criteria.

The National Police of the Republic of Indonesia guarantees that registration does not use money, sponsors, backing at all. So it must be clear and clean. If anyone is caught, it can be reported through the WBS Application (Whistle Blowing System). If the general public can be convicted and take firm action.

V. Conclusion

The process of implementing the recruitment of members of the National Police, whether it is Tantama, NCO, SIPSS and Taruna Akpol, must be carried out objectively and honestly, the POLRI recruitment process has been carried out with a one-day service process (the test results must appear on the same day) either directly or through an application. In addition, the National Police has formed a supervisory team, both internal and external supervisors that are independent and professional. While the selection process is a continuation of the recruitment of personnel in institutions or organizations, which aims to select the right and qualified candidates for Polri personnel through several selection stages that have been determined according to the needs of the organization. The recruitment and selection process is always carried out every year to increase the number of Polri personnel as the needs of the Polri organization in accordance with the available budget.

The HR staff of the National Police Chief as the central committee in organizing the recruitment and selection process for the National Police, led by the Assistant Human Resources for the Chief of Police as the policy makers and rules in the mechanism for the recruitment and selection process for the National Police organized by all regional committees in all regional units of the Regional Police, must be able to formulate regulations and mechanisms which can guarantee the implementation of the National Police recruitment and selection process based on a merit system.

Various irregularities still occur in the recruitment and selection process for the National Police organized by Polda throughout Indonesia. The various modes of deviation include: (1) fraud and embezzlement by promising to pass, (2) the policy of prioritizing local sons, (3) leaking test questions, and (4) abuse of authority. These various problems occur because there are still gaps that have the potential for irregularities in the mechanism of the National Police recruitment and selection process, so this study will also discuss issues related to the mechanism of the National Police recruitment and selection process which still has the potential for such irregularities to occur.

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