

Analysis of Implementation “Proactive Recruitment” in NCO POLRI Recruitment and Selection at Regional Police of the Bangka Belitung Islands, 2021

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Abstract

Human resource management in the National Police aims to maximize the role and function of human resources (HR) in each work unit, so that every HR within the Polri organization has the same motivation and goals. aligned with organizational goals. One form of HR management carried out by the National Police is to organize personnel recruitment, the implementation of this recruitment as an effort to build a superior Polri HR posture. From several aspects of Polri's HR management, the process of recruitment and selection of personnel is one aspect that plays an important role in creating a superior and partnership able to excel and innovate. This aspect is in line with the vision and mission of the National Police Chief outlined in the National Police Chief's Priority Program with reference to the vision and mission of the President of the Republic of Indonesia, one of which is to create superior human resources (HR). Recruitment with a proactive model can overcome the shortcomings of the classic recruitment model, where in proactive recruitment the talents and talents of each candidate can be identified. As one of the National Police's efforts to create superior Human Resources (HR), a proactive recruitment was held in the 2021 National Police Officer recruitment selection. This research was conducted at Regional Police of the Bangka Belitung Islands, it was qualitative research which used a post-positivism approach. Data collection techniques used were interviews, observations, and documentations. The interviews were conducted on 15 respondents.

Keywords

human resources management;
proactive recruitment; selection



I. Introduction

The Indonesian National Police, hereinafter abbreviated as Polri, is a state institution led by the Chief of the Indonesian National Police (Kapolri) who in carrying out his duties is responsible to the President in accordance with statutory regulations. In Law no. 2 of 2002 concerning the National Police of the Republic of Indonesia also explains that the main duties and functions of the police are as one of the functions of government in the field of maintaining security and public order, law enforcement, protection, protection and service to the community. To carry out these main tasks and functions, one important aspect that needs to be considered is the success of operational management within the Polri organization.

Human resource management in the National Police aims to maximize the role and function of human resources (HR) in each work unit, so that every human resource within the National Police organization has motivation and goals that are in line with organizational goals. One form of HR management carried out by the National Police is to organize personnel recruitment, the implementation of this recruitment as an effort to build

a superior Polri HR posture. From several aspects of Polri's HR management, the process of recruitment and selection of personnel is one aspect that plays an important role in creating a superior and partnership able to excel and innovate.

Recruitment is inviting people who have the necessary skills for a job (Ricucci, et al, 2020). Watson & Abzug (2016) mentions that in non-profit organizations, both large and small, it is better to prioritize human resources (HR), because the right human resources will help the organization in achieving its goals or targets. According to Kekale (2017) recruitment with a proactive model can overcome the shortcomings of the classic recruitment model, where in proactive recruitment the talents and talents of each candidate can be identified. Cain (2019) states that proactive recruitment is necessary in today's policing profession.

Bangka Belitung Islands Regional Police or hereinafter referred to as Polda Kep. Babel is a part of the National Police organization that organizes a proactive recruitment program for the selection of the National Police Officers for 2021 as an effort and action plan to realize superior Human Resources (HR) and attract talent with a Clean, Transparent, Accountable and Humanist (BETAH) selection process.) IT-based and accessible to the public. The proactive recruitment is carried out through the categories of affirmative action, talent scouting and awards.

In the implementation of the proactive recruitment of the National Police Officer selection, Polda Kep. Babylon in 2021 still encountered several obstacles. Starting from the registration process for prospective participants which is done online but requires participants to come to the Regional Police Headquarters (Mapolda) Kep. Babel to register himself as a proactive recruitment participant, this becomes an obstacle for participants who live outside the city to get less time and information to register due to the short time for registration and complete requirements. Next is the initial selection, namely the implementation of document checks, in the process there are still problems regarding the lack of knowledge of prospective participants regarding the requirements in each category of proactive recruitment, where prospective participants do not clearly know the requirements in each category, so that prospective participants cannot get the number of the examinee. in proactive recruitment, this shows the low delivery of information regarding the requirements for proactive recruitment caused by the lack of socialization carried out by officers to prospective participants. Furthermore, there are still obstacles in the participant selection assessment system, namely the absence of valid and transparent assessment indicators to be used in the selection process. The impact of these problems is the decline in the reputation of the police recruitment system at Polda Kep. Babylon has the potential to affect public interest in the future proactive recruitment process.

II. Review of Literature

2.1 Human Resource Management

Word and Sowa (2017) explain that human resource management is expected to contribute to organizational strategy. Human resource management can be defined as a pattern or pattern in planning the distribution of human resources and their activities to support the achievement of the goals of the organization. According to Ricucci et.al (2020) human resource management is an important part, workforce planning means that managers and all stakeholders must think systematically about what the organization should do, who should do it, how to do it and then evaluate the results of the planning. which has been made. Llorens et al (2018), human resource management consists of 4 (four) fundamental things that are needed in managing human resources in public, private

and non-profit organizations, which consist of planning, acquisition, development and sanctions.

2.2 Employee Recruitment and Selection

According to Llorens et al (2018) there are 4 (four) models or methods of employee recruitment and selection, namely centralized recruitment, decentralized recruitment, electronic-based recruitment and outsourcing. Scholten and Witmer (2017) state that the recruitment process must adhere to a transparent system, meaning that it does not discriminate between the sexes of women or men, appropriate competence must be an indicator of a fair assessment. Bloksgaard, Fekjaer and Moberg (2020) reveal the same thing, namely rejecting the perception that police competence is distinguished only in terms of gender in the recruitment process. Watson and Abzug (2016) mention that there are 3 (three) reasons that the recruitment carried out by non-profit organizations must be appropriate, namely: (1) Management must ensure that the limited funding of non-profit organizations is not used in vain in conducting recruitment, (2) selecting experienced people is very important for non-profit or non-profit sector organizations, and (3) non-profit or non-profit organizations have relatively limited funds, for example in providing incentives to their employees, therefore the recruitment must be done properly and accurately. full of caution.

The employee selection process starts from the selection process, screening, interview, and examination. Then proceed with the negotiation and acceptance process. The next stage is evaluation after acceptance (Berman et.al, 2016). Riccucci et.al (2020) stated that there are several processes for selecting candidates, including screening job applications, conducting selection procedures such as interviews, general knowledge tests, technical knowledge tests or a combination of both.

2.3 Police Recruitment and Selection

Wilson et. al (2010) stated that there are 2 (two) types of recruitment, namely internal recruitment and external recruitment. Internal recruitment is the acceptance or withdrawal of employees from within the organization by surveying employees who are currently working in the organization to be transferred, promoted or temporarily assigned to different positions within the organization. While external recruitment is the acceptance or withdrawal of employees from outside the organization by getting new employees from outside the organization, namely job applicants. McKenna (2014) reveals that the selection process for police cadets is a complex process and is directly related to public safety issues, given that police officers are one of the few professions with the authority to use force as part of their duties. According to Wilson (2010), the selection process for the selection of police candidates requires appropriate direction, physical and mental examinations, aptitude or technical examinations, interviews and thorough background investigations. Girod (2014) emphasizes that in order to ensure that proper selection procedures are used, the police administrator has the duty to establish appropriate and reasonable methods or procedures for selecting and recruiting police officers which include proper selection and testing standards as well as adequate background investigations from the police. applicant.

2.4 Previous Research

By Beyl, Adams and Smith (2016) discussed the recruitment process using a proactive approach to the recruitment and selection of students majoring in agriculture. Tatari et al (2016) discuss the implementation of recruitment in the selection of university staff and employees. Kekale, Jouni (2017) discuss the differences in the implementation of

recruitment using a proactive and traditional approach in the selection of university academy staff. Waxin et al (2018) discuss the challenges faced by public and private organizations in the recruitment and selection process in the United Arab Emirates (UAE). Leahy, Pepper and Light, (2021) discusses the motivations and challenges faced in recruiting volunteer police personnel. Frierson, et al, (2008) discussed differences in rates and reasons for ineligibility between non-Hispanic blacks and whites in controlled physical activity in recruitment. Belur, et al (2019) discuss police recruitment which can be used as a basis for developing training programs at the school level. Steden and Mehlbaum (2019) discuss the level of job satisfaction, motivation and background or reasons for Volunteer Police in the Dutch Police. Gibbs, et al (2018) discusses the level of motivation of communities, especially women and minority communities, such as the black race in recruiting police personnel. Rowe and Ross (2015) discuss the police recruitment process carried out by England and Wales with the USA on minorities. Alameddine, Yassoub, Mourad and Khodr (2017) discuss recruitment and retention that affect human resources or health workers in Qatar and provide management with strategies for managerial improvement. Kelly, Kathryn (2013) discuss recruitment issues in several local government institutions using a proactive recruitment approach. Kuwamura, Akira (2009) researched or identified several problems or challenges faced by educational institutions to increase diversity and capacity in higher education in Japan. Parida et al, (2015) researched the implementation or implementation of proactive recruitment in public health organizations.

III. Research Method

This research approach uses a post-positivism in this study aims to analyze more in the implementation of proactive recruitment in the selection of National Police Officers at Polda Kep. Babel and the factors that influence it. The method of collecting data is qualitatively to explore and describe the situation in this study through an explanation of in-depth analysis to obtain conclusions. This research is included in descriptive research. Data collection techniques were carried out by document studies and in-depth interviews which were then analyzed to answer the purpose of writing this article in the form of how to implement proactive recruitment in the selection of National Police Officers at Polda Kep. Babel Year 2021 and what factors affect the implementation of proactive recruitment in the selection of National Police Officers at Polda Kep. Babel Year 2021.

IV. Results and Discussion

Based on interviews with respondents to research questions related to the implementation of proactive recruitment in the selection of National Police Officers for the Regional Police of Kep. Babel in 2021, shows the results. On the input dimension there are several things, namely: (1) In the planning process there is planning for employee needs for all Polda spread across Indonesia, but there is no standard amount related to the number of employee needs allocated to each Polda in Indonesia; (2) In the budget planning process, it is carried out centrally; and (3) Regarding the recruitment schedule, the National Police has determined, but the admission period is relatively short so that it becomes an obstacle in the process of selecting potential candidates. Furthermore, on the process dimension, the recruitment strategy used is an external recruitment strategy. The selection stages used in the recruitment process, starting from the screening process, interviews, background checks, physical tests, psychological tests, and academic potential tests. Then

the outputs and benefits generated are the ranks of superior personnel in supporting the implementation of the main tasks and functions of the police. In the outcome dimension, the results show that there is still a crisis of confidence in the proactive recruitment system which is considered not transparent because the recruitment and selection assessment system is not valid.

Furthermore, on research questions related to the factors that influence proactive recruitment in the selection of National Police Officers for the Regional Police of Babel in 2021, showing the following results, the success of implementing proactive recruitment is influenced by (1) Planning for the required human resource needs and analysis of identification criteria human resources needed by the organization; (2) Planning the budget needed in carrying out the recruitment; (3) Determination of valid selection criteria in the recruitment and selection acceptance process; (4) Determination of recruitment methods/strategies required by the organization; (5) Planning a screening system such as an administrative selection process for selecting prospective personnel; (6) Implementation of the selection using physical tests, academic knowledge tests and physical and psychological health tests; (7) Implementation of the selection using advanced methods such as interviews and background checks.

V. Conclusion

The implementation of proactive recruitment in the recruitment and selection process is a system that can be applied in recruiting new personnel in the Police, especially Polda Kep. Babel at the non-commissioned level is to recruit outstanding talents through special channels so that the National Police are expected to form superior human resources (HR) with their respective competencies, then the implementation of proactive recruitment is also one of the programs that support the policies of the Chief of the Indonesian National Police in realizing competent human resources. has competitiveness and advantages, but in its application, this proactive recruitment system needs to be analyzed and re-evaluated regarding the readiness of planning and implementation. So that the implementation of proactive recruitment can run according to the vision and mission of the National Police optimally, the planning stages such as planning for employee needs in accordance with the main tasks of the National Police, then planning a valid assessment system must be studied further so as not to experience inconsistencies that can affect the reputation of the Police in implementing the system. This proactive recruitment, then the influencing factors also need to be considered both before and during the implementation of proactive recruitment, such as the application of requirements for each category in proactive recruitment and also the internal environment that supports organizational diversity and willingness, as well as the implementation of recruitment and selection must be viewed from the perspective of the employer and the perspective of the applicant or candidate in each area.

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