

Placement Pattern of Polri Human Resources for Overseas Graduates

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Abstract

This research is motivated by the Police HR placement issue who receive LPDP Scholarship studying abroad incorrectly according to the scientific field that has been taken, which has an impact on the discrepancy between competence and work demands in the field, which can cause insecure in the HR individual and potentially unprofessionalism of work in the field. Therefore, this research aimed at analyzing the pattern of placement of the National Police's human resources who graduated from abroad. This is qualitative research with a field research approach, with data collection techniques carried out through interviews, observation and document study which were then analyzed using data reduction methods, data presentation, and data verification. The findings indicate that the placement pattern for Polri HR of overseas graduates is carried out in accordance with Perkap Polri No. 9 of 2016 concerning the Development System for Police Members. However, in practice there are problems of violations of the principles of justice experienced by the Polri human resources, which have an impact on violations of principles, which can lead to members' retaliatory attitudes which in turn cause delays in the achievement of organizational goals.

Keywords

placement; national police HR; overseas graduates



I. Introduction

Article 30 paragraph (4) of the 1945 Constitution of the Republic of Indonesia alludes to the nomenclature of police organizations by stating, "The National Police of the Republic of Indonesia is charged with safeguarding, protecting, serving the community, and executing the law as a governmental instrument that protects the security and order of the community." Based on this framework, the police were a governmental instrument that participates in Indonesia's law enforcement activities. In addressing a case, the police were obligated to consider factors of justice and expediency in addition to the elements of the crime. That would be a contradiction when compared to law enforcement against government officials and the upper class, so it is not surprising that the law is compared to a dagger that is sharp downwards but blunt upwards (Kesowo, 2012).

One of the elements influencing whether or not the law enforcement process was good or bad would be the law enforcement itself, especially the parties who create and apply the legislation (Soekanto, 1983 in (Wicaksono, 2012)). The police's competence as a gateway to the law enforcement process was the basis for achieving a law enforcement process that respects legal certainty, justice, and expediency. When it comes to police competency, it cannot be separated from the police's human resources (HR). Inadequate work competence, encouraging corruptive activities by police employees, so that the National Police, in addition to focusing on improving welfare standards, should also

prioritize developing the work competence of its personnel (Amriel, 2010 in (Wicaksono, 2012)).

In essence, the coordination and management of all Polri human resources was significant. This objective may be accomplished through career management. Career management refers to a process of developing, implementing and monitoring the achievement of individual career goals and strategies (Marnis, 2008). Career management for Polri human resources needs to be carried out because a career for Polri HR can be a form of appreciation for individuals within the Polri organization (Goetz, 2007; Mathis & Jackson, 2011), which in turn can motivate these individuals to remain in the Polri organization, and can also be used to overcome the issue of discrimination in promotion of positions in Police internal environment (Winarsih & Ratminto, 2011).

The importance of evaluating the career development of Polri human resources who have graduated abroad was essential in responding to demands that the Polri organization should give appreciation to its human resources who has successfully studied abroad (Kustiana, 2014; Sahroji, 2017; Supardi, 1992; Winarsih & Ratminto, 2011). The aim was to increase the interest of Polri human resources in developing ability through education to the next level abroad. Therefore, the development of human resources for Polri personel who receive LPDP scholarships should be given significant consideration (Fitria, 2014).

In order to address these issues, this study seeks to examine the problem of career development patterns for National Police HR recipients who are graduates from abroad, so that they can be used to solve existing problems, so that the results of this study can be used as reference material for further research, especially regarding career management in the National Police organization, and so that they can be used to build ideal policies in career development, especially for Polri HR who receive LPDP who are overseas graduates so that in the future they will be able to create precise Polri members.

II. Review of Literature

The theory used to analyze the problem of career development patterns for National Police HR recipients who were graduates from abroad include:

2.1 Human Resource Management Theory

HRM might be considered either as a process that occurs within a company or as a policy that the organization adheres to. As a process, Cushway (1994:13 in Junianto et al., 2021)) defines HRM as 'Part of the process that helps the organization achieve its objectives'. The focus of HRM lies in efforts to manage HR in the dynamics of interaction between organizations that often has different interests. HRM encompasses the utilization of human resources to achieve organizational objectives and satisfy the requirements of individual workers. In addition, Cushway emphasized that HRM was more than just a set of activities related to the coordination of corporate HR since it aims to integrate the interests of the organization and its workers. Human resource management was indeed a significant factor in the success of an organization. Therefore, if HRM is not effective it can be a major obstacle to satisfying employees and organizational success (Fitria, 2014; Mathis & Jackson, 2011; Panjaitan, 2010).

2.2 Career Management Theory

In human resource management, there was 1 (one) important aspect of management, namely career management. As according to Greenhaus (1987:5 in (Marnis, 2008))

explains the definition of a career as a pattern of work-related experiences that spans the journey that a person experiences. Meanwhile career management can also be defined in various forms. He also defines career management as a process for developing, implementing and monitoring individual career goals and strategies (Hartono, 2016; Utami, 2017).

2.3 Organizational Justice Theory

According to Moorehead & Griffin (2010) justice in an organization could be measured by the level of fairness received by all employees related to decision making. Justice in the organization was only a perception of justice that was perceived by the people within the organization. Hence, organizational justice theory could be used to explain the practice of fair and equal treatment in a workplace (Colquitt & Greenberg, 2003).

2.4 Feedback Theory

Feedback was referring to an information received by HR from their leaders regarding their skill level or motor performance which serves as the basis for the development of HR learning (Apruebo, 2005). Pressman (2005) also defines feedback theory as not just a weakness but contains a response that encourages and allows mistakes, emerging abilities and provides ideas for directing further performance. Furthermore, Arikunto (2009) also explains that feedback was information concerning the output and transformation needed to improve the input or transformation. In addition, good feedback was recognized as a method of providing HR with information gathered from certain measuring equipment or standards in order to enhance its future performance.

III. Research Method

This study design uses descriptive analysis (Muhammad & Djaali, 2005). In other words, the data collected was not in the form of numerical data, but data derived from interviews with respondents (Sugiyono, 2016). The method used in this research was a qualitative research method with a field research approach. The data sources for this study came from Kompol Rizki Pratama Wida Prastianto, SH, SIK Paur Subbagmutpama Bagmutjab Robinkar SSDM Polri, Iptu Seno Aji Pradana, S.Tr.K., M.Sc. PS Pamin Subbagrenpers Bagren Rojianstra SSDM Polri (LPDP Award 2019/2020) , Ipda Ardian Dirgantara, S.Tr.K., MH, M.Sc. Paur Dalpers Bag SDM Polres Gowa Polda Sulsel (LPDP Award 2020/2021) , Ipda Andi Muhammad Nurfadli, S.Tr.K., M.Sc. Pamin at Korlantas Polri (Korlantas Scholarship Awardee 2019/2020).

IV. Result and Discussion

The pattern of career development for Polri HR members receiving LPDP who are overseas graduates was an important factor that cannot be separated from the Polri organization, both when assessed institutionally and individually. This happened because the National Police HR members who received LPDP who were graduates from abroad were human resources who could determine the future development of the Polri organization, who became the driving force for achieving organizational goals. This was in accordance with the expression of the importance of HR management put forward by Marnis (2008) which can be used to achieve organizational goals.

The implementation of a career development pattern for the Polri organization was also necessitated by the presence of an HR function and Polri HR members obtaining LPDP who were not just passive assets, but also assets that could be developed and were valuable to the organization. As according to Flippo (in (Anshori & Indrasari, 2018)), that the HR management function as a process of planning, organizing, directing and supervising the functions of procurement, development, remuneration, strengthens the integrity of members organization so that organizational, individual and community goals are achieved. Which of these objectives within the scope of the Polri organization can be achieved through regulation of career development, which is carried out through: (1) managerial functions implemented through planning, organizing, directing and controlling; (2) operational functions implemented through HR procurement, development, compensation, integration, maintenance and termination of employment relations. These attempts were also the same as those implemented by the National Police in the regulation of career development for Polri HR members receiving LPDP who were graduates from abroad which implemented through the career development management function which was carried out through member career planning, organizing, implementing and supervising the career development process for Polri HR members receiving LPDP which is a overseas graduates as contained in Perkap Polri No. 9 of 2016 concerning the Development System for Police Members and Police Perkap No. 9 of 2012 concerning Police Operations Management.

According to the author's analysis, the goals of adopting the career development pattern for Polri HR recipients who received LPDP was to maximize the utilization or productivity of all Polri HR recipients who received LPDP and were overseas graduates. Meanwhile, the specific objective of this regulation was indeed to assist the leadership, especially the HR function, in managing the HR as efficiently as possible so that the organization could develop the HR career, utilize the HR based on their competence, evaluate the performance of the HR, and maintain both the quality and quantity of the HR owned by the Police.

Additionally,, looking at the function of Polri HR recipients who receive LPDP who were graduates from abroad as one of the Indonesian government institutions that participate in providing services to the wider community, it was hoped that the benefits of implementing the HR career development pattern for Polri recipients of LPDP were also expected to be able to recognizing the existence of HR members of Polri HR recipients who receive LPDP who contribute to achieving the effectiveness of Polri's organizational performance, although formally, the existence of those HR members was to assist the performance of other members and the leadership of the organization, but seeing this contribution, the leaders was still responsible for the existence of these human resources. Besides, it is hoped that the implementation of regulations on career development was continue to contribute to the Polri organization at a level that is in accordance with the needs of the organization.

3.1 On the element of planning

The planning carried out in the implementation of the HR career development pattern for Polri HR recipients of LPDP who are overseas graduates has so far been good. This can be seen from the following evidences:

- a. There are standard provisions in the regulation planning for the career development of Polri HR who receive LPDP who are graduates abroad at the Polri, in which these standards are used to recruit HR who will receive career development carried out by the Management or Polri Leaders. From the results, it is known that these provisions

include career development given in accordance with their intelligence capabilities. This can be seen from HR who get position mutations are placed according to their abilities, get appointments that are in accordance with the amount of responsibility and ability used in carrying out their duties, which in the planning of a career development system carried out by the National Police is carried out based on the work achievements achieved by members during in the field. The planning applied in the regulatory process of HR career development also considers the quality of member discipline, assesses the quality of the member's sense of responsibility in carrying out tasks in the field, the competence and integrity of each member so that the implementation of career coaching which includes assignments, mutations, positions and ranks can be carried out fairly and in accordance with the principles of implementation career development of Polri members as stated in Article 3 of the National Police Regulation No. 9 of 2016 concerning the Police Member Development System.

- b. Career development for Polri HR recipients who are graduates from abroad is carried out according to the career pattern set out in Article 7 letter b Perkap Polri No. 9 of 2016 concerning the Development System for Polri Members, in which the career development plan for Polri HR recipients receiving LPDP who are overseas graduates starts from assignment at the rank of Police Brigadier Two to Adjunct Police Inspector One through structural or functional levels, both inside and outside the structure Police organization. While the first placement of Bintara Polri, is directed to assignments by prioritizing regions/regional units in the operational field and carrying out the main executors of Polri's general duties in the field for a minimum of 2 (two) years and is placed according to the competence and function of the assignment, for those who have special qualifications. In addition, in special cases the placement of Bintara Polri can be assigned outside the Polri structure as long as they meet the requirements and pass the selection. Meanwhile, education for National Police Officers graduates includes Specialization Development Education and Police Inspector School/Officer Class Transfer School. In the case of assignments within the career development system for members of the National Police carried out through a mutation process by taking into account the rank that reflects the role, function, ability and as the legitimacy of authority and responsibility in the assignment, as well as the provisions regarding transfer and rank as referred to in paragraph (1), regulated in accordance with statutory regulations.
- c. The pattern of career development for National Police HR recipients who receive LPDP who are overseas graduates at the National Police is carried out in accordance with the provisions in Perkap Polri No. 9 of 2016 concerning the Development System for Police Members. In this case, plans for career development especially for Police Officers are also considered based on work performance, the ability of Polri HR recipients who receive LPDP who are graduates from abroad, training conducted by HR Polri who receive LPDP who are graduates from abroad and vocational education that has been taken.

With these provisions in place, HR development carried out through career development regulations will provide optimal results. In order for these efforts to continue to produce increasingly positive results, the implementation of this career development pattern also requires greater commitment and consistency of HR involvement. However, such condition would be an issue for the National Police itself, because of the percentage of recruits for Prigadir Polwan HR each year, only few of female HR or around 3% of the overall proportion needed by the organization as a whole.

With these issues in mind, management should continue to be able to manage human resources properly and support the objectives of implementing HR management

implemented through regulations for the career development namely by always maintain and strengthen their desire to always develop, have extensive knowledge, have strong abilities and skills to directly and continuously support their career advancement in the National Police, so that with these efforts, the goals of streamlining and advancing the organization will be optimally achieved.

The management perspective that carries out regulations for HR career development for National Police at the National Police who have effective performance will certainly be very aware that regulation of career development is a process that moves dynamically and continuously. Therefore, management should be able to direct its human resources to always increase their knowledge regarding new positions and functions for these human resources, because in this new performance it is very likely to cause problems within the organization, which is a challenge for the management who provide regulations on career development because they have to place their human resources who have professionalism in order to achieve the goals targeted by the organization.

The planning function in the regulations for the implementation of HR career development for Polri's HR of LPDP recipients who are graduates from abroad is urgently needed so that career development regulations can be properly implemented in accordance with the HR development program set by the POLRI. For this reason, in the regulatory planning process for the implementation of HR career development, this plan should be carefully prepared based on the required guidelines as well as the skills required by the organization in each function and position in the Polri organizational structure in order to produce good performance. maximum.

The plan for the regulations for the implementation of HR career development above should be in accordance with the objectives of technical, theoretical, conceptual and moral improvement for members so that they can provide good performance achievements so as to achieve optimal results. This was significant for the benefit of fulfilling the demands of the job or position that the HR will later carry out, due to the various demands that exist for advances in science and technology and the increasingly tight competition for work within the Polri organization in responding to public demands, after he has received the career development. Therefore, all human resources, especially members of the Polri Brigadier who have received career guidance, will later be able to achieve various work demands in the form of effectiveness, efficiency, quality and quantity of work so that it will be better and this Polri organization will be more competitive with other Polres.

3.2 On the organizing element

Organizing in the regulations for the implementation of fostering members of the National Police HR recipients who receive LPDP who were overseas graduates in the National Police was carried out with the right organizational system. This can be seen from the coordination system implemented in the organization as follows:

- a. Executed based on the relationship between the work of one member and the work of other members, the goals of one member's work unit and the work of others, the goals of a member's work unit and its overall mission, and the goals of the organization. With these standards in place, the organizational pattern in determining the careers of members of the National Police who receive LPDP who are overseas graduates will provide greater motivation to achieve the success of an organization. The organization in the career development system is also carried out based on performance placement or competency-based in an accountable, objective, and tiered manner, so that in practice there will be no more personnel who feel disadvantaged in the process of promotion of

mutations or position demotions for members of the National Police HR recipients receiving LPDP who are overseas graduates.

- b. In the organizational process, the Polri career development pattern is carried out with a system of direct supervision and guidance by the Kapolsek and Kapolri directly, so that with this direct supervision there will be direct disciplining of members through two-way communication.

Based on these findings, it can be seen that the organization carried out in the regulation of career development for members of the National Police receiving LPDP who are overseas graduates at the Barito Police Resort has been carried out well. The benefits of proper organization in the regulations for the implementation of the development of Polri HR members who receive LPDP who are overseas graduates in Polri, namely they were able to form the right organizational structure in accordance with organizational needs, where with this proper organization, the design of HR placement was in accordance with the division - defined part in the organization.

The positive benefits of good organization in the implementation regulations for fostering LPDP recipient at the National Police can also be used to realize plans that have been made previously so that LPDP recipients can be allocated according with their ability to carry out tasks based on the organizational structure that has been formed by the Polri organization. Apart from that, other benefits that can be obtained by the Polri organization are the direction and implementation of the tasks contained in the regulations for the implementation of the development of Polri HR members receiving LPDP who are overseas graduates can be carried out in accordance with existing regulations. Another benefit of the organizing function that has been carried out properly in the regulatory process for implementing the development of Polri HR members receiving LPDP who are overseas graduates is that it will be able to encourage and motivate and direct members in carrying out their work so that with these conditions the accuracy of HR selection will be achieved with the skills and competencies that are used to carry out their duties and functions.

The findings indicate that the organizing stage in implementing regulations for fostering Polri HR members who receive LPDP who are overseas graduates in Polri which has been carried out well will also be able to bridge the objectives of implementing HR management implemented through regulations implementing the development of Polri HR members. LPDP recipients who are overseas graduates in the National Police with the final function of forming the organizational structure of the Police as well as the directive function in this HR management.

3.3 In the implementation element

Based on the results, it is known that the implementation of regulations for career development for Polri HR recipients who receive LPDP who are graduates from abroad in the Polri is carried out by involving all Polri HR recipients who receive LPDP who are graduates from abroad to attend training, educate human resource development. However, the issues in the implementation of regulations for the career development was arise as follows:

- a. Implementation is not carried out in a transparent, objective, not in accordance with procedures, not accountable, unprofessional and unfair. This is shown by the lack of opportunities for all Polri HR members receiving LPDP who are graduates from abroad to play an active role in the organization, in particular not providing opportunities for all Polri members, especially female police because the Polri organization still believes that the ability of Polri HR members who receiving LPDP and overseas graduates are still in

doubt, so the implementation of career development gives priority to members of the Male Police Brigade.

- b. All of overseas graduates are not given the same opportunity to carry out assignments in the field, but are only given assignments in the administration section at the office, which somewhat limits their space of any assignments that can support their career development, so that the implementation of gender equality in the field has not been maximized.

Career development for Polri HR members receiving LPDP who are overseas graduates who are only placed as administration in each function in the National Police was caused by the type of career development provided by the Head of the Police was the Enrichment type, namely career development carried out specifically for National Police HR recipients of LPDP who are graduates from abroad by giving them special assignments. This was done so that Polri HR recipients who receive LPDP who are overseas graduates at Polri can support the achievement of Polri organizational goals. It is with this goal in mind that career development is also implemented in terms of directing and providing support to Polri HR recipients of LPDP who are graduates from abroad so that they have the same opportunity to realize gender equality between Polwan (female police) and Polki (male police) to get a position or job according to their skills. In addition, career development goal was to motivate policewomen in enriching career development so that they can also boost the image of the police in society and meet the needs for law enforcement, especially in handling cases of crimes against women and children.

However, this explanation was according to the theory of organizational justice as presented by Griffin, R; Moorhead (2016), which states that fairness in an organization can be measured by the level of fairness received by all employees related to decision making. This was explained in this way as there was a perception that Polri HR recipients who receive LPDP are overseas graduates within the Polri who perceive that leader policies regarding the type of career development they receive were carried out specifically for Polri HR recipients who receive LPDP who are graduates abroad by means of giving assignments (Enrichment), so that this can limit their space for the lack of assignment opportunities that can support their career development, so that the implementation of gender equality in the field has not been maximized, which represents that the policy taken by the Leaders in career development was unfair, which will have an impact on the emergence of negative emotions within these members which could take the form of feelings of hurt and anger among members which could encourage these members to take revenge on organizational behavior that was unfair for them.

The above explanation was supported by Skarlicki & Folger (1997) and a research conducted by Tjahjono (2008) in their research model which emphasized that the emergence of negative emotions could provide feedback on revengeful behavior. This explanation was also in accordance with the feedback theory explained by Pressman (2005), where in the explanation of this feedback theory he states that "feedback is not just a weakness but contains a response that encourages and allows for mistakes, emerging abilities and provides ideas to direct further performance."

As according to the theory above, with the application of fair career development for all participants, participants will feel happy so that this will also have a positive impact on their work, namely the emergence of positive perceptions from members for the performance contributions they give, so that members will also be more tend to give positive reactions such as the emergence of job satisfaction to high work commitment and even work loyalty. However, if the implementation of career development is unfair to all participants, this will be able to encourage members to take revenge which might be done

by damaging their work infrastructure, taking equipment without permission or other negative activities.

Based on the explanation above, it can be seen that the implementation of career development if it is carried out to members based on the principle of justice will be able to provide feedback regarding the output and transformation needed to improve the input and transformation. Where the implementation of career development that is unfairly given to members will have an impact on the growth of retaliation within the organization, which may lead to resistance from members to the organization, whether carried out openly or secretly. To avoid this potential, the management is expected to take the right policies so that all members can also perceive these policies well.

3.4 On the element of supervision

Based on the results of research observations, it is known that the results of the implementation of supervision and evaluation of the implementation of career development for National Police HR were explained as follows:

- a. Polri HR members receiving LPDP who are overseas graduates are still not active in all activities organized by the Polri, which shows that the opportunity to carry out assignments, transfers, positions and ranks will be constrained by the inactivity of these Polri HR members. The career difference between Polri HR recipients receiving LPDP who are graduates from abroad and Polki Brigadiers can also be seen clearly from the minimum number of Polri HR receiving LPDP who are graduates from abroad when compared to the number of Polki Brigadiers with a ratio of 11:175.
- b. From the results of subsequent evaluation and supervision, it was also known that the implementation of such career development showed that all members of Polri HR recipients who received LPDP who were graduates from abroad had never had the opportunity to take part in career development. This can be seen from the absence of members who attend vocational education to improve their abilities.
- c. Career development was carried out by assigning members, so far, the assignments carried out by members have only been in the room, while in field activities it is still lacking because the Polwan Polri are mostly devoted to indoor activities, and do not provide opportunities to participate in assignment activities in the field. The organization also provides different treatment between Polwan and Polki, especially regarding the placement of members, in which the placement of positions is more dominated by Polki, and all members of Polri HR who receive LPDP who are graduates from abroad are only placed in the administration section.

With the provision of the above treatment, it can be seen that in the implementation of career development for Polri HR recipients who receive LPDP who are graduates abroad at Polri, the management or leadership still doubts the abilities of members of HR Polri receiving LPDP who are graduates from abroad in carrying out their duties, so that with these conditions indicate that the career development of Polri human resources receiving LPDP who are overseas graduates at the Polri is not carried out in accordance with the provisions of Perkap Polri No. 9 of 2016 concerning the Police Member Development System which holds fair principles that do not discriminate between genders, and does not provide equal opportunities to all members in implementing the career development system for Polri HR members receiving LPDP who are graduates abroad based on rank, education, competence and integrity owned by all its members.

These problems stem from the dissatisfaction of Polri HR members receiving LPDP who are overseas graduates in Polri regarding the leadership's policy in the pattern of member career development, where another impact of this action is that it will lead to

retaliatory behavior of Polri HR members receiving LPDP who is a foreign graduate of the Polri organization. These acts of retaliation can be indicated by the existence of conditions of resistance to the organization, the desire to take revenge on the organization, as well as other actions that can cause harm to the Polri organization, whether carried out openly or secretly.

If career development is not carried out in a balanced way, then this will also trigger negative emotions in the member, which in turn will have an impact on members' feelings of anger at the organization or feelings of hurt. With these conditions, it will be very easy for members to take action against the organization, because in the feelings of the members who are disappointed, they will feel exploited at work and they will even feel that the organization is only taking advantage of their existence. As a result of this retaliation or the negative feelings and reactions that members have due to the perception of injustice they feel about the policies contained in the regulations for the implementation of career development for Polri HR recipients who receive LPDP who are graduates abroad, where this retaliation will give rise to feelings of disappointment, displeasure, as well as triggering the emergence of tension in the work environment of the HR member of the National Police who received the LPDP who was a graduate from abroad.

Based on the results of the evaluation of the implementation of the career development pattern for Polri HR members receiving LPDP who are overseas graduates at the Barito Police Resort as explained above, the next policy that should be implemented in this career development pattern should adhere to the principle of justice, which is in accordance with the theory of justice by Mathis and Jacson (2011: 36), which states that the essence of justice was equality of opportunity at work with no discriminatory behavior in the organization. This principle has been applied procedurally but distributively not implemented, which can be seen from the input of Polri HR members receiving LPDP who are overseas graduates who only have a percentage of 3% of the total number of recruits for Polri Brigadier.

V. Conclusion

Based on the findings above, it can be concluded that the pattern of career development for Polri HR recipients of LPDP who are overseas graduates is carried out in accordance with Perkap Polri No. 9 of 2016 concerning the Development System for Police Members. However, in practice there are problems with violations of the principle of feedback on the placement of Polri human resources receiving LPDP who are overseas graduates. The impact of violating these principles can lead to members' retaliatory attitudes which in turn cause delays in the achievement of organizational goals.

In connection with the issue above, suggestions that can be given to improve the implementation of career development include:

1. Create regulations that remain related to the procedures for implementing career development held by the National Police.
2. Provide socialization on a scheduled and comprehensive basis so that all members know complete information regarding the implementation of career development organized by the National Police.
3. Applying the principle of fairness in the regulation of career development.

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