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Evaluation of the Proactive Recruitment Program Innovation of the Indonesian National Police

Fadly Samad

Doctoral Student of Public Administration, Faculty of Social and Political Sciences, Hasanuddin University

Abstract.
The practice of evaluating innovation is conducted with the aim to improve programs so that they are sustainable and able to deal with the complexities of modernization and resource constraints. The evaluation of innovative proactive recruitment programs in the Indonesian National Police, using the concept of innovation evaluation proposed by Westley and Antadze (2012) indicates the program's success. This can be seen through the rapid development of technology and information that can be utilized to support modern organizational capacity building through recruitment. Proactive members of the Indonesian National Police (POLRI) and the Service Improvement Force (POLRI) then involves and collaborates with all elements. This is because acceleration of service cannot be achieved by one party alone. Following from this, the concept of 'pentahelix' development, in which elements of government, society or communities, academics, entrepreneurs, and the media unite to build togetherness in the success of proactive recruitment. The last dimension, which is the new approach, emphasizes the modernization of police technology in all regional units. An aspect of this modernization is the improvement of the data-based and information technology-based member recruitment system (POLRI). This system is integrated from the center to the Polres level and includes online system registration applications, proactive recruitment applications, academic potential tests and psychological evaluations. This was previously done using computer answer sheets (LJK), which were changed using a computer aided selection method Computer Assisted Test (PAINT) to obtain a minimum standard of basic competence.

Keywords: innovation evaluation, proactive, police members

Corresponding Author: Fadly Samad; email: samadfadly@gmail.com

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1. Introduction

As a public sector organization, the National Police of the Republic of Indonesia, commonly called Polri, is a state tool that plays a role in maintaining public security and order, upholding the law, and providing protection and service to the community in the context of maintaining domestic security. Polri has several missions, one of which is to manage all Polri resources in a professional, transparent, accountable, and modern manner to support the operational duties of Polri Public Relations Division 2015. One

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of the efforts to realize this mission is to establish an appropriate human resource recruitment system.

To meet the needs of Polri personnel, the National Police Institute of the Republic of Indonesia carried out a phased Polri selection process by the National Police Chief. During the selection process, a proactive recruitment program was conducted to obtain superior and high-quality human resources for the Police of the Republic of Indonesia. A system for recruiting candidates for members of the Police of the Republic of Indonesia is required, which is carried out in a clean, transparent, accountable, and humane manner to obtain superior and humane resources. professional.

SourceSuperior human resources cannot be separated from professionalism in carrying out the main duties of the National Police, as stated in Law Number 2 concerning the Police, namely maintaining security and public order, law enforcement, and acting as protectors, protectors, and public servants. One aspect that can determine the realization of superior Polri human resources is in the first cycle, namely, the provision carried out through the recruitment process. Recruitment, better known as the acceptance of prospective Polri members, is the gateway and initial process of the Polri HR development cycle. Where proactive recruitment will determine the quality of Polri's human resources in the future, whether it is successful in realizing the program, namely superior human resources. If the recruitment process is not carried out with proper planning for personnel needs and the recruitment process is full of corruption, collusion, and nepotism (KKN), unqualified candidates for police officers will be obtained. The recruitment process with the principles of clean, transparent, accountable, and humanity (BETAH) has received appreciation from the public and several institutions. However, it is only oriented towards the implementation of the recruitment process and has not fully accommodated the philosophical elements of meeting organizational needs (personnel with special competencies and achievements) and accommodating state interests, including the fulfillment of personnel on the outermost islands, providing opportunities for the entire community to become members of the National Police. Collusion and nepotism) will result in unqualified candidates for police officers. The recruitment process with the principles of clean, transparent, accountable, and humanity (BETAH) has received appreciation from the public and several institutions. However, it is only oriented towards the implementation of the recruitment process and has not fully accommodated the philosophical elements of meeting organizational needs (personnel with special competencies and achievements) and accommodating state interests, including the fulfillment of personnel on the outermost islands, providing opportunities for the entire community to become members of the National Police.

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Proactive recruitment does not only mean the process of looking for personnel to educational institutions in all corners of Indonesia but must also be interpreted as a process of supplying personnel according to the preparation of the competency needs of personnel who will become members of the National Police and ensuring the implementation of government policies. Recruited personnel must comply with the competency planning for each police function. Proactive Recruitment Category for Prospective Police Members, consisting of affirmative actions such as recruiting prospective members of the National Police from the outer islands and remote areas, award pathways for members of the public, and members of the National Police, who contribute to the development of the police organization and candidates who have the competencies required by the National Police organization, both from the academic and sports aspects.

Application proactive recruitment is an innovation carried out by the chief of police in the recruitment process, which must be implemented starting from the formulation stage of planning the needs of Polri personnel according to the competencies required amid the zero growth policy. Proactive recruitment is management that is oriented towards customer satisfaction, both internal and external to the National Police, and empowers all members in the recruitment process at every stage of recruitment by implementing quality management (PDCA) starting from the planning, doing, checking, and actuiting (follow-up program) Tatang Ibrahim. [1]. The realization of superior human resources for the National Police must also cooperate with various parties to develop human resource capacity.

Evaluation of innovation is a concept to see the conditions of weakness, opportunities, and ongoing innovation, and will produce a plan to meet this urgency Hood & Rohtsein, [2]. In the evaluation of innovation, learning how to analyze a phenomenon, especially innovation in public organizations, can be measured while the innovation is still running Westley & Antadze, [3]. This research is urgent and important because it turns out that in the implementation of public sector innovations that are still ongoing, new

breakthroughs and methods can be found with the aim of perfecting the model and updating the innovation program to achieve the goals and effectiveness of the program Wesley & Antadze, [3]; Preskill & Beer, [4]; Sridharan,. The purpose of this study is to analyze the Evaluation of Proactive recruitment program innovation by the Indonesia national police.

Innovation evaluation consists of systematic investigations to examine the various objectives of activities and programs, such as enabling learning, development, building, and capacity building; the importance of policies and programs; and supporting oversight Goh & Elliot [5]. From time to time, various approaches and perspectives always emerge to inform evaluation practice, and in the end, contextual considerations, objectives, principles, ethics, and professionalism become the basis of evaluation approaches and methods Mark and Smith [6].

Practice-oriented and conceptual literature suggests evaluating innovation to bring together actors from different walks of life to create solutions for measuring and valuing innovation Hood & Rohtsein, [2]. What is important in this context is how one evaluates ongoing innovations so that their progress can be managed effectively and the end results are obtained quickly Patton, [7]. Evaluation of innovation refers to a system for assessing performance to achieve specified goals in the category of the ability to improve processes that are currently running Lam & Shulha, [8].The evaluation of the innovation must identify the situations in which it impacts what actually happened and why. Innovation is born in the form of a new approach or programme for social problems. Smith [6] emphasized the importance of a systems perspective with respect to the evaluation of innovations that never just happen but are always in context:

1. Structured relationship

2. Network

3. Infrastructure

4. The wider social and economic context

This system approach is based on the evaluation of innovations for monitoring purposes, particularly programs and projects. Westley and Antadze [3] put emphasis on the theory and practice of evaluating innovation in looking at program, product, personnel and/or organizational development where the evaluator is part of a team in a process of continuous improvement, adaptation and intentional change. The perspective focus is divided into two categories, summative evaluation and formative evaluation, which determine whether the program achieves the desired results and whether the program

can be continued or terminated. Formative evaluation examines the implementation and process of ongoing activities requiring improvement or updating of the program and refinement of the model to achieve the effectiveness and achievement of program objectives that are still ongoing. Organizations tend to rely on both evaluation approaches when observing a programme.

In analyzing the evaluation, especially the context of innovation using the conceptadaptive cycle.Where in this concept it uses 4 indicators in evaluating policy or program innovations. Innovation evaluation indicators are opportunities, dynamics, new ideas, and approaches. The adaptive cycle innovation evaluation indicators proposed by Westley and Antadze [3] are explained as follows.

1. The Cycle of Opportunity

The opportunities in question arise when innovation occurs. These opportunities are usually in the form of program development, network expansion, and more comprehensive system improvements.

2. Cycle Dynamics

The dynamics in question are interactions between two or more individuals or organizations that occur when innovation is taking place. This dynamic includes the interaction between implementing innovations, target objects, and other stakeholders related to this innovation.

3. Idea Cycle

This idea includes a new concept that arises from the implementation of the innovation itself. Both in terms of changes to continue innovating and ideas to modify ongoing innovations.

4. New Approach Cycle

This approach can be interpreted as a starting point or point of view used by innovators or stakeholders in implementing existing programs. A new approach usually emerges to make improvements to less than optimal innovations that are taking place. This new approach may include an economic approach, social approach, or other types of approaches deemed relevant.

2. Methods

This study used a qualitative approach with a case study strategy. This study describes and analyzes complex social phenomena Creswell [9]. The choice of a proactive recruitment program for the Indonesian National Police was based on several reasons. First,

the application of proactive recruitment for the Indonesian National Police is considered a solution for accepting prospective members of the Indonesian National Police who are clean, transparent, accountable, and humane. Second, the Chief of Police of the Republic of Indonesia (Kapolri) hopes that superior and quality police human resources will be obtained through this proactive recruitment program; however, the implementation is still far from expectations. The three proactive recruitment processes are hailed as a transparent process for accepting INP members; however, so far, the practice has not been productive when viewed from the perspective of organizational resources, including human resources, budget, facilities, and infrastructure. Fourth, this proactive recruitment program is still being implemented and running, so it is possible to analyze it. Westley and Antadze [3] explained the importance and urgency of analyzing and explaining a program that is still running with the aim of perfecting the model and renewing a program to achieve program goals and effectiveness. the.

Sources of data in this study include primary and secondary data, where secondary data are obtained from document reports published by the government and other reliable sources, including mass media. Then, primary data were obtained from the results of semi-structured in-depth interviews conducted to encourage participation for free understanding and perspective Yin, [10]. Three groups were selected as the focus of this research: the General Supervision Inspectorate of the Indonesian National Police (ITWASUM), Staff of the Chief of Police for General Planning and Budgeting (SRENA) of the Indonesian National Police, Human Resources Staff (SSDM) of the Indonesian National Police, and the Head of the Professional Division and Security (PROPAM) of the Indonesian National Police.

3. Results and Discussion

3.1. Evaluation of The Indonesian National Police's Proactive Recruitment Program Innovation

Public sector organizational innovation is an effort to maximize services as a step towards realizing good governance. The development of innovation is not limited to the implementation phase; innovative ideas will reappear to improve models and programs so that policy goals can be effective and optimal.

Interdisciplinary development requires actors in public organizations to improve innovation implementation so that it can be sustainable. Westley and Antadze [3] stated that in analyzing evaluations, especially in the context of innovation, they used an

adaptive cycle approach. Where in this approach uses four cycles in evaluating policy or program innovations, while the four cycles are opportunities, dynamics, ideas, and new approaches. Furthermore, this approach was used as an instrument to evaluate the proactive recruitment program for the Indonesian National Police. The results of the research and discussion of this study are explained below.

3.2. Cycle of Opportunity in Evaluating Proactive Recruitment Program Innovations

Program implementation is an initiative of the High Leadership of the National Police for Regular Education, so that superior and high-quality human resources for the Indonesian National Police are available. The proactive recruitment in question is the recruitment of members of the National Police officers through achievement paths; the achievement paths in question are in academic and non-academic fields such as martial arts at the provincial, national, and international levels.

In this opportunity dimension, the results of the study state that rapid developments in technology and information can be utilized to support the development of modern organizational capacity through the proactive recruitment of polri members. The increasing number of application platforms that make work easier, including recruitment, is supported by improvements in technology development facilities and infrastructure provided by the government. Government support for the implementation of the duties of the Republic of Indonesia Police both in the field of development and in the operational sector, both from the central government and regional governments in the form of grant budget support in the socialization of proactive recruitment, such as in the regions of Papua and South Kalimantan, and budget support for proactive recruitment training before participating in the selection stage.

The high interest and public interest in the recruitment of Polri members can be seen from the high number of applicants each year, and with an increasing number of registrants, it is hoped that proactive recruitment can recruit the best candidates according to the competencies needed by the Polri organization. There are demands from society and the development of modern culture in the implementation of reforms in the service sector of government agencies, including in the process of providing prospective members of the National Police with a service model that is professional, proportional, transparent, and accountable. This was realized by implementing a government agency performance accountability system (SAKIP). The establishment of cooperation with Ministries/Institutions and other parties in the recruitment process such as with the

Ministry of Education and Culture (KEMENDIKBUD) in carrying out academic tests using Computer Assisted Test(CAT), so that with the computer network infrastructure owned by the Ministry of Education and Culture at the time of implementation, it will facilitate the implementation of good recruitment, it is hoped that the best recruitment results will be obtained.

3.3. Dynamic Cycle in Evaluating Proactive Recruitment Program Innovations

Regarding dimensionscycle dynamics, the research findings show that there are still efforts by the public to take part in the selection of POLRI members unfairly, which often becomes a culture of spending a certain amount of funds in implementing the recruitment of prospective members of the National Police so that it has the potential to foster rampant acts of Collusion, Corruption and Nepotism (KKN) in the implementation of recruiting prospective members of the National Police. The uneven quality of formal education, especially in remote areas in Indonesia, is also one of the factors influencing the process of providing personnel for prospective members of the National Police, especially with regard to knowledge about the values of Pancasila, the 1945 Constitution, the Unity in Diversity, and the Unitary State of the Republic of Indonesia (NKRI).

The research findings point to the fact that there have been attempts to intervene in the process of recruiting members of the National Police, especially politicians, officials, retired officers, and even active members of the National Police who have entrusted their children, relatives, or family. Even in the socialization of recruitment implementation, it has been emphasized that the process adheres to the BETAH principle. Other facts show that there are budget constraints for the POLRI institution in providing personnel for proactive recruitment, so that the output obtained from both the quantity and quality aspects does not optimally meet the needs of the Polri organization. The Zero Growth policy issued by the government is not in line with the development of the structure within the National Police, resulting in negative growth in the needs of police personnel.

3.4. Cycle of Ideas in Evaluating Proactice Recruitment Program Innovations

This idea includes a new concept that appears in the implementation of innovation. In police's proactive recruitment program, various ideas are needed to improve the quality of innovation and ensure continuous innovation. This idea is a solution to

developing a program. In implementing the proactive recruitment program, the National Police Institute collaborates with various parties, including the Indonesian Doctors Association (IDI), Ministry of Education and Culture, Ministry of Research, Technology and Higher Education, HIMPSI, Universities/Higher Education, National Accreditation Board for Higher Education (BAN PT), and Ministry of Home Affairs (Ditjen Dukcapil). Collaboration with these institutions is expected to give birth to various innovations, ideas, and methods in the proactive recruitment program for Polri members.

The implementation of innovative proactive recruitment programs continues to collaborate with the central level, which is carried out with various related parties. Therefore, the power to improve polri services needs to be supported by all elements. Service acceleration cannot be achieved by a single party. Hence the concept of 'pentahelix' development, in which elements of government, society or communities, academics, entrepreneurs and the media unite to build togetherness in the success of proactive recruitment.

TABLE 1: POLRI Collaboration with Universities, BUMN and Government.

No	agency	Description
1.	University of Indonesia	Members of the National Police follow Bachelor education (S1, S2) Collaborate on policy development Human Resources Staff (SSDM) Making competency test materials Participate in socializing the Polri acceptance pathway through strengthening actions, awards and talent scouting to students whose competency skills are needed by the Police
2.	Gadjah Mada University	Collaboration with S1, S2 Human Resource Management (HR). Making competency test materials Participate in socializing the Polri acceptance pathway through strengthening actions, awards and talent or talent scouting to students whose competency skills are needed by the Police, especially Nuclear engineering.
3. 4. 5. 6.	Dian Nuswantoro University Bank Rakyat Indonesia (BRI) (Utilization of Bank Rakyat Indonesia Satellite (BRISAT)) Directorate General of Population and Civil Registry (DUKCAPIL) Agency of Edicational	Collaboration in the utilization of Information Technology (IT) facilities in carrying out the recruitment of the Police Academy (AKPOL) and the Police Inspector School of Undergraduate Resources (SIPSS). Experts in special selection of Information Technology (IT) competencies. Polri has its own slot to use, a memorandum of understanding which contains the use of slots on the Bank Rakyat Indonesia (BRI) satellite for data centers and signal strengthening in regional units that do not yet have a cable network. Assistance in checking the domicile of proactive recruitment candidates Expert in drafting Rekpro policies Computer Assisted Test (CAT) facility/network assistance Assistance in checking diplomas and expertise

Source: Bag Diaper Dalper Bureau of Human Resources Staff (SSDM)

The data above show that cooperation was carried out by POLRI with academics or universities in the form of cooperation with undergraduate and postgraduate education service providers. Three universities have collaborated in the proactive recruitment program: University of Indonesia, Gadjah Mada University, and Dian Nuswantoro University. This collaboration gave birth to various reforms in POLRI's proactive recruitment method, including making competency test materials for POLRI candidates and participating in socializing the POLRI acceptance pathway. Collaboration with State-Owned Enterprises (BUMN), in this case, the People's Bank of Indonesia, includes the use of IT facilities, namely, the use of slots on satellites in strengthening data centers. The collaboration was carried out with the government, namely the directorate general of the population and civil registration, and the education office includes assistance in checking the domicile of prospective POLRI members and assistance with computer-assisted test (CAT)-based facilities.

Various research findings show that POLRI institutions encourage the birth of innovations and new methods in proactive recruitment programs by collaborating with various stakeholders. Because with this collaboration, in the end it succeeded in increasing the performance of the program, this was due to the POLRI institution being unable to work alone in order to optimize the proactive recruitment program.

3.5. A New cycle of Approaches in Ecaluating Proactive Recruitment Program Innovations

The new approach cycle of the research results states that internal strengths or positive things are owned by the organization, including leadership commitment, motivation, and the working nature of the people in the organization. Factors that influence organizational development can be viewed from various aspects, one of which is the internal aspect of Polri, namely, strength.

Police technology modernization has been carried out in all regional units, one of which is revamping the system for recruiting Polri members based on data and integrated information technology from the center to the Polres level, such as online system registration applications, proactive recruitment applications, and carrying out academic and psychological potential tests that used to still use computer answer sheets (LJK), which is changed using a system that uses a selection method with computer aids to obtain a minimum standard of basic competence (CAT). The process of proactive recruitment of Polri members already has software, namely the Chief of Police Regulation No. 10 of 2019 concerning Proactive Recruitment, then these regulations

have been elaborated by making instructions and directions (Jukrah), Decisions on Proactive Recruitment Implementation (Kepgar rekpro), SOPs, announcements, and so on

The organizational structure of the National Police down to the Polress-to-Polsek level can facilitate the proactive recruitment process, especially during outreach, to find the best candidate for remote areas and the outermost islands. In addition, the implementation of the verification process for prospective members of the National Police and participants only need to come to Pabanrim for the initial verification and do not need to come to the Regional Police, making it easier for potential participants and saving costs and time.

4. Conclusion

The results show an analysis of the four cycles in the evaluation of innovation. First, in the opportunity cycle, the rapid development of technology and information can be utilized to support the development of modern organizational capacity through the proactive recruitment of Polri members. The second dimension, namely the dynamics, states that part of the culture of society prefers shortcuts by spending a certain amount of funds in recruiting prospective members of the National Police so that it can potentially foster the rise of Collusion, Corruption and Nepotism (KKN) in the implementation of recruiting candidates for Polri members. The third dimension is the idea that the power to improve Polri's services involves collaborating with all elements. This is because acceleration of service cannot be achieved by one party. Hence, the concept of the pentahelix, in which elements of government, society or communities, academics, businessmen, and the media come together to build togetherness in the success of proactive recruitment. The last dimension, namely the new approach, states that the modernization of police technology in all regional units, one of which is improving the data-based and information technology-based recruitment system that is integrated from the center to the Polres level, such as online system registration applications, proactive recruitment applications, and academic and psychological potential tests. that used computer answer sheets (LJK) were changed using a system using a selection method with computer aids to obtain a minimum standard of basic competence (CAT). and the media unite to build togetherness for the success of proactive recruitment. The last dimension, namely the new approach, states that the modernization of police technology in all regional units, one of which is improving the data-based and information technology-based recruitment system that is integrated from the center to the Polres

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