

Cross-Sectoral Collaboration in Proactive Recruitment of Candidates for the Republic of Indonesia Police

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Abstract: This study aims to analyze cross-sectoral collaboration, especially on the elements of innovation output and evaluation of collaborative innovation in the proactive recruitment program for prospective members of the Indonesian National Police. The research design used is qualitative with a case study strategy. This research was conducted at 3 Regional Police (POLDA), namely the South Sulawesi Police, the North Kalimantan Police, and the Papua Police. The determination of research informants used purposive sampling, where informants were selected based on their involvement and knowledge regarding the proactive recruitment process for prospective members of the Indonesian National Police. Data collection includes observation, in-depth interviews, and document reviews. Data analysis techniques use interactive data analysis. Validity and reliability use triangulation, namely combining multiple data sources, methods, or theories to verify and strengthen research findings. The results of this study indicate that the proactive recruitment program presents various innovations related to local culture and technology, such as the Pallawa Diapers application in the South Sulawesi Regional Police, the customary tattoo policy in the North Kalimantan Regional Police, and the socialization of sharing betel nuts in the Papua Regional Police. However, the evaluations conducted are still informal and limited to verbal communication between related parties. Formal evaluations involving various external stakeholders need to be conducted to obtain a more comprehensive picture of the impact of the program. Active stakeholder involvement in formal evaluations can help measure impact objectively and improve the success and quality of innovation in the public sector.

Keywords: Cross-sectoral collaboration, Proactive recruitment, Police recruitment

1. INTRODUCTION

The proactive recruitment program for Polri members is one of the efforts made by the Indonesian National Police (Polri) to accelerate the recruitment process for qualified prospective police members. The Chief of Police's decision on proactive recruitment is a strategic step to expand public access to participate in the selection process for Polri members, as well as to improve the quality of Polri's human resources in various regions. This program aims to increase public participation in the selection of Polri members, by providing wider opportunities for citizens from various social, cultural, and geographic levels.

In the Regulation of the Chief of the Indonesian National Police Number 10 of 2019 concerning Proactive Recruitment of Candidates for Members of the Indonesian National Police, several provisions include more transparent, fair, and accountable selection stages. One of the main innovations in this program is the use of technology to facilitate access and dissemination of information related to the selection stages. In addition, proactive recruitment also opens up opportunities for people in border areas, remote areas, and indigenous tribes to more easily register, take part in the selection, and be accepted as members of the Indonesian National Police. Thus, this program not only emphasizes improving quality but also equalizing access and participation of the community throughout Indonesia.

However, the implementation of this proactive recruitment program is not free from several challenges and problems. One of the issues that emerged is related to how the evaluation process is carried out, both formally and informally, in each stage of recruitment. Programs that involve various external parties, such as traditional institutions, local governments, and communities, certainly require evaluations that can provide an objective picture of the success and shortcomings of the implementation of the program. Thus, evaluation becomes an important aspect that can affect the effectiveness of this proactive recruitment program.

Based on the phenomena that occurred in the implementation of proactive recruitment at the South Sulawesi Regional Police, Papua Regional Police, and North Kalimantan Regional Police, there were findings related to innovation output and evaluation. Each Regional Police has different innovations in running the proactive recruitment program. For example, the South Sulawesi Regional Police developed the Pallawa Diapers application which allows prospective registrants to monitor the selection stages online, while the North Kalimantan Regional Police provides an opportunity for prospective registrants with traditional tattoos and piercings to take part in the selection by attaching a certificate from the local traditional institution. The Papua Regional Police, on the other hand, integrated local cultural values by conducting recruitment socialization and sharing betel nuts with the community as a form of closer approach to Papuans.

However, despite various innovations, problems arise related to the evaluation of the program. Evaluation in cross-sectoral collaboration for proactive recruitment programs is still carried out informally, with limited involvement from external stakeholders. This results in a lack of valid and comprehensive data on the impact generated by the program, making it difficult to measure the success or failure of the program objectively.

Unstructured evaluation and lack of involvement of all parties involved in the implementation of proactive recruitment will result in a limited understanding of the obstacles faced during implementation, both from the administration, community, and technology systems used. Therefore, it is important to consider the evaluation elements in this recruitment process, so that every innovation implemented can run effectively and produce the desired output.

According to Sørensen and Torfing (2012), innovation output in cross-sectoral collaboration refers to the results or products created through interactions between various actors involved in a program or policy. In the context of proactive recruitment of the Indonesian National Police, innovation output can cover various aspects, from the use of technology to facilitate registration to the integration of local culture-based policies to reach more people. This innovation is an important step towards improving the recruitment system to be more open and acceptable to a more diverse society.

However, innovation cannot be said to be successful without in-depth and structured evaluation. Evaluation plays a very important role in assessing whether the objectives of each innovation are achieved and whether the innovation has a positive impact on the community and the Police. Sørensen and Torfing (2012) also stated that evaluation in the context of cross-sectoral collaboration aims to measure the extent to which collaboration between various parties can produce effective, efficient, and relevant results. In the context of proactive recruitment of the Police, evaluations conducted formally and involving all stakeholders will provide a more accurate picture of the impact and success of the innovations implemented.

Evaluation can also be used to identify problems that arise in program implementation, such as technical constraints in using online applications or challenges in cultural approaches with communities that have different norms and traditions. Without proper evaluation, the innovations implemented may not provide optimal results. Sørensen and Torfing (2012) emphasize that evaluation is not only intended to assess results but also to improve and adapt innovations to better suit community needs and policy objectives.

Research related to proactive recruitment programs, especially those seen from the elements of innovation output and evaluation, is very important to ensure the success of this program in improving the quality and quantity of prospective Polri members involved. Although various innovations have been implemented, the main challenge remains how structured evaluations involving all stakeholders can be carried out. Without a

comprehensive and formal evaluation, it is difficult to measure the extent to which the innovations implemented contribute to improving recruitment effectiveness, equal opportunities, and the quality of prospective Polri members.

In addition, this study is also important to provide recommendations related to improvements in the evaluation and implementation of proactive recruitment programs in the future. With this study, the National Police can obtain valuable input to improve the selection process, improve communication between stakeholders, and ensure that the innovations implemented truly have a positive impact on the community and the National Police institution itself.

2. METHOD

This research design uses a qualitative approach with a case study strategy. The selection of this design is to understand the implementation of the proactive recruitment program more holistically, not just parts of the events separately or partially. The focus of this study is to explain the elements of innovation output and evaluation in the proactive recruitment program for prospective Polri members. This research was conducted at 3 Regional Police (POLDA), namely the South Sulawesi Police, the North Kalimantan Police, and the Papua Police. The determination of research informants used purposive sampling, where informants were selected based on their involvement and knowledge of the proactive recruitment process for prospective Polri members.

Data collection includes: observation and in-depth interviews with all informants who are actively involved in the proactive recruitment process. The informants in this study include several parties, at the South Sulawesi Regional Police including the KASUBDAGDIAPERS BAGDALPERS RO SDM POLDA, PAUR SUBBAGDIAPERS BAGDALPERS RO SDM POLDA, PAUR DALPERS BAG SDM POLRESTABES MAKASSAR, KABAGAN BANUM BAG SDM POLRESTABES MAKASSAR, Representatives of the Education Office, Representatives of LLDIKTI Region IX, Representatives of the Ministry of Religion, Representatives of the Population and Civil Registration Office, External Supervisors of NGOs (FIK ORNOP), External Supervisors, Proactive Recruitment Bintara.

The North Kalimantan Regional Police include informants such as PS. KASUBDAGDIAPERS BAGDALPERS RO SDM POLDA, BAMIN SUBBAG PNS BAGDALPERS RO SDM POLDA, BAMIN SUBBAGKHIRDINLUR BAGWATPERS RO SDM POLDA, BA RO SDM POLDA, BAMIN URKESMAPTA SUBBIDKESPOL BIDDOKKES, PAURMIN SDM Polres Nunukan, BHABINKAMTIBMAS Polres Nunukan (Sebatik District), KONI Representatives, Representatives of the Population and Civil Registration Service (Policy Analyst Staff), Representatives of the Education Service (School Supervisors), Representatives of the Ministry of Religion, and Proactive Recruitment NCOs.

Finally, informants at the Papua Regional Police include the head OF SUBBAGDIAPERS BAGDALPERS RO SDM POLDA IN 2022, PAUR SUBBAGDIAPERS BAGDALPERS RO SDM POLDA, BA SUBBAGDIAPERS BAGDALPERS RO SDM POLDA, BHABINKAMTIBMAS Polsek Muara Tami, Skouw Yambe Village, National Assessment Coordinator Staff, Education Office, Population Administrator of the Population and Civil Registration Office, KONI Representative, External Supervisor (Secretary of KOMNAS HAM) and Proactive Recruitment NCO. Data analysis techniques include data collection, data reduction, data presentation, and concluding. Validity and reliability of combining multiple data sources, methods, or theories to verify and strengthen research findings.

3. FINDINGS AND DISCUSSIONS

The South Sulawesi Regional Police introduced an innovation in the form of the Pallawa Diapers application that allows proactive recruitment participants to monitor each stage of the selection in real time. This innovation was motivated by the desire to overcome the classic problem related to the announcement of

selection results which are usually announced at night and cause uncertainty for participants. With this application, applicants can monitor the progress of the selection process without having to wait at the South Sulawesi Regional Police. As explained by Mr. MA as PAUR SUBBAGDIAPERS BAGDALPERS RO SDM Polda Sulawesi Selatan, this application aims to increase efficiency for participants, giving them the convenience of accessing information anytime and anywhere. This shows how important the use of information technology is in accelerating and facilitating public services, especially in the context of proactive recruitment.

The innovation carried out by the North Kalimantan Regional Police focuses more on preserving local culture, especially related to aspects of traditional tattoos and traditional piercings in the Dayak tribe. In the proactive recruitment selection, the North Kalimantan Regional Police provide an opportunity for Dayak residents who have traditional tattoos and piercings to still take part in the selection process, as long as they can prove that the tattoos and piercings have legitimate cultural meaning. This verification process is carried out by attaching a certificate from a traditional institution stating that the tattoos and piercings are by customary provisions. The North Kalimantan Regional Police also implement a more flexible policy by providing space for participants to take care of the certificate through traditional institutions at various levels, such as villages, sub-districts, regencies, and provinces.

However, in practice, not all traditional tattoos or piercings are acceptable. The traditional institution ensures that the tattoos or piercings have motifs and meanings that are by Dayak traditions. As is known, traditional tattoos have certain characteristics, for example, star-shaped tattoos for men which indicate courage and achievement in Dayak culture. This reflects how the North Kalimantan Regional Police not only focus on administrative rules in the selection but also consider local wisdom values that are an integral part of the identity of the local community.

In the Papua Police, the innovation carried out focuses on a local cultural approach through the method of sharing betel nuts to get closer to the community. In this context, Bhabinkamtibmas often bring betel nuts when they conduct socialization regarding proactive recruitment to the community. This is an effective way to build a relationship of trust between the police and residents. In the Papua region, people traditionally consume betel nuts as part of their culture, and sharing betel nuts is considered a form of social closeness. In this way, Bhabinkamtibmas can easily convey information about proactive recruitment to the community.

In addition to sharing betel nuts, Bhabinkamtibmas also provided necessities to help people in need. Through this approach, communication becomes smoother, and the community is more open to receiving information related to proactive recruitment. This method is also carried out by visiting residents' homes and providing direct understanding to parents and children who are interested in becoming members of the Police. This shows that the Papua Police prioritize a personal approach and local culture in socialization efforts.

In addition, another innovation implemented in the Papua Police is the Decree of the Chief of Police Number: Kep/189/IV/2024 which regulates Polsek/Polsubsector in border areas, interior areas, and small inhabited islands. This Decree of the Chief of Police is a real step in supporting a proactive recruitment program, by paying special attention to areas that are difficult to reach and have unique geographical and social challenges.

The findings of the research at the South Sulawesi Regional Police show that the implementation of evaluation in the proactive recruitment program is carried out informally. The evaluation is not carried out formally, but through informal coordination carried out directly during the implementation of the program. If there are findings related to the implementation of proactive recruitment, they are submitted directly to the committee if problems or obstacles are found at each stage. External parties, such as the South Sulawesi Provincial Education Office, also only play a role in coordinating and finding solutions to problems that arise, such as diploma verification problems, but are not involved in formal evaluation.

The evaluation of the proactive recruitment program is carried out internally by the Regional Police, while

the Resort Police are only tasked with implementing the instructions and directions given by the Regional Police. The evaluation carried out at the Resort Police level is Bottom-Up, with the evaluation results being input for improving implementation at a higher level. Based on these findings, the evaluation at the South Sulawesi Regional Police is more informal and does not actively involve stakeholders in the overall program evaluation process.

At the North Kalimantan Regional Police, the evaluation also tends to be informal and limited to the internal Polda. Evaluation is carried out through informal communication, such as by telephone to provide suggestions and input after each selection stage. Formal evaluation is only carried out at the internal Polda level, focusing on operators who are directly involved in the recruitment process at the Polres. Other findings show that communication between related parties is going well, but they are not involved in formal evaluations. They only function as parties who provide information related to findings or obstacles that occur during the recruitment stage, which are then submitted to the Polda. Thus, the evaluation at the North Kalimantan Regional Police is also more informal and does not involve external stakeholders in the overall evaluation process.

A similar situation occurred in the Papua Regional Police, where the evaluation was only carried out within the internal scope of the Regional Police. Where the evaluation meeting did not involve external teams or external stakeholders. The evaluation was only carried out after the activity was completed, with a focus on internal evaluations related to the implementation of recruitment. Data and findings obtained during the implementation of recruitment were then collected and submitted to the leadership for further analysis.

Based on the description, it can be said that the implementation of the proactive recruitment program evaluation in the three Regional Police, namely the South Sulawesi Regional Police, the North Kalimantan Regional Police, and the Papua Regional Police, is more informal and limited to the internal scope of each Regional Police. The evaluation carried out only relies on direct communication between related parties to identify obstacles or findings that arise during the implementation of the selection stage. Although informal evaluations can help resolve problems found in the field, there is no formal evaluation mechanism that actively involves all external stakeholders in the evaluation process.

This informal evaluation shows potential weaknesses in terms of transparency and involvement of related parties in carrying out comprehensive program improvements. Without formal evaluation, it will be difficult to measure the extent to which program objectives are achieved, whether the program is effective and efficient, whether the program is relevant to community needs, and whether its sustainability can be maintained. Therefore, it is very important to consider the establishment of a formal evaluation mechanism that involves all stakeholders to improve the quality of the proactive recruitment program, improve existing obstacles, and ensure that program objectives are achieved optimally.

4. CONCLUSION

Output innovation in cross-sectoral collaboration in proactive recruitment programs shows that proactive recruitment programs present various innovation outputs related to local culture and technology. The South Sulawesi Regional Police developed the Pallawa Diapers application to make it easier for applicants to monitor the selection stages online. The North Kalimantan Regional Police adjusted the selection policy by involving a certificate from a traditional institution for applicants who have tattoos or traditional piercings. The Papua Regional Police integrated local wisdom by sharing betel nuts as a method of socialization with the community.

Evaluation of cross-sectoral collaboration in proactive recruitment programs shows that evaluations are conducted informally, and should involve various stakeholders in a formal evaluation process to obtain a more comprehensive picture of the impacts generated. However, based on the findings in this study, the evaluations conducted are still limited to informal evaluations, which makes it difficult to measure impacts

objectively and comprehensively. Therefore, there needs to be a structured formal evaluation and active involvement of external stakeholders to optimize the success of the program and improve the quality of innovation in the public sector.

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