

Implementation of Proactive Recruitment Program for Indonesia National Police (POLRI) Candidates at Regional Police of the Riau Islands

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Abstract

Employee recruitment is an important function for the survival of the organization. The National Police provides opportunities for each Regional Police (Polda) to look for prospective Polri personnel who are in accordance with the needs in their area through a proactive recruitment program. This study aims to analyze the proactive recruitment program's effectiveness in meeting Polri personnel's needs in the area of Polda Kep. Riau. The qualitative research method is used with the post-positivism approach. The data obtained through observation, documentation and interviews were analyzed descriptively. The results showed that the implementation of proactive recruitment of the selection of Polri officers, Polda Kep. Riau in 2021 still encounters several obstacles; the lack of socialization and registration time for participants who come from outside the city, the assessment system is not yet valid and transparent and the minimum number of native children from the Kep area. Nevertheless, Riau was accepted and passed the selection. These constraints have implications for the declining reputation of the proactive recruitment system, potentially affecting public interest in participating in proactive recruitment programs in the future.

Keywords: Organization, Recruitment, Polda Kep. Riau, Proactive

Abstrak

Rekrutmen karyawan merupakan fungsi penting bagi kelangsungan hidup organisasi. Polri memberikan kesempatan kepada setiap Kepolisian Daerah (Polda) untuk mencari calon personel Polri yang sesuai dengan kebutuhan di wilayahnya melalui program rekrutmen proaktif. Penelitian ini bertujuan untuk menganalisis efektivitas program rekrutmen proaktif dalam memenuhi kebutuhan personel Polri di wilayah Polda Kep. Riau. Metode penelitian kualitatif yang digunakan dengan pendekatan post-positivisme. Data yang diperoleh melalui observasi, dokumentasi dan wawancara dianalisis secara deskriptif. Hasil penelitian menunjukkan bahwa pelaksanaan rekrutmen proaktif seleksi perwira Polri Polda Kep. Riau pada tahun 2021 masih menemui beberapa kendala; kurangnya sosialisasi dan waktu pendaftaran bagi peserta yang berasal dari luar kota, sistem penilaian yang belum valid dan transparan serta minimnya jumlah anak asli dari daerah Kep. Meski demikian, Riau diterima dan lolos seleksi. Kendala tersebut berimplikasi pada menurunnya reputasi sistem rekrutmen proaktif, sehingga berpotensi mempengaruhi minat masyarakat untuk mengikuti program rekrutmen proaktif di masa mendatang.

Kata Kunci : Organisasi, Rekrutmen, Polda Kep. Riau, Proaktif

INTRODUCTION

The organization is an integration of the concept of optimally utilizing human resources (HR) to meet all individual needs that the organisation cannot obtain independently (Aldiprawira & Soerjoatmodjo, 2019). The utilization of human resources must be managed effectively and efficiently so that the organization is able to achieve its vision, mission and goals. Human resource management is not a simple process because it requires accuracy to get members who match the organisation's needs in terms of quality and quantity (Mathis & Jackson, 2016). As explained by Cloutier, the fulfillment of an adequate number of organizational members in quantity will make it easier for the organization to carry out its

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activities. The recruitment stage is an essential first step in developing, growing, and maintaining organizational stability (Cloutier, Hill, & Jones, 2015). In other words, employee recruitment becomes critical for the organisation's survival (Noe et al, 2014). Recruitment and selection are a vital function of human resource management for all types of business organizations. It is a term that refers to attracting and selecting candidates for jobs. The quality of human resources owned by the company depends on the effectiveness of these two functions (Gamage, 2014). Thus, the overall goal of recruitment and selection in organizations is to obtain the number and quality of employees required to meet the organisation's strategic objectives at minimal cost (Ofori & Aryeetey, 2011).

As a public organization, the National Police of the Republic of Indonesia has provided protection for the community and maintained the stability of domestic security since the beginning of independence (Rahardjo, 2007). The National Police is an institution that is domiciled as a sub-system of the Government, so the National Police always tries to contribute responsively to realizing the principles of Good Governance and Clean Government in every implementation of the main task of maintaining the conduciveness of Kamtibmas, carrying out law enforcement and its role in providing protection, nurturing and acting as a public servant (Manulu, 2014). Regarding the recruitment process, the National Police has also made a breakthrough in getting competent members to meet the needs of carrying out police duties.

The National Police has made talent management one of the personnel recruitment strategies because talent management has a positive relationship between organizational culture and prospective members (Wolor et al, 2020). However, recruitment must be carried out effectively (Sinha & Thaly, 2013) and efficiently in order to save time and energy (Vyas, 2011), so an innovative recruitment model is needed that is not fixed on conventional concepts (Norma, Naff, Hamidullah, & Madinah, 2020). One of the effective and efficient recruitment models is proactive recruitment (Kekale, 2017). The conventional recruitment approach is waiting to see who responds to job announcements (Word & Sowa, 2017). In contrast, the proactive model helps find prospective professionals with the intrinsic motivation and purpose required by the organization (Leahy, Pepper, & Light, 2021). A study further emphasised that public services such as the police need people who are proactively recruited, given the increasingly complex task of the police (Inzunza & Wilkstrom, 2019).

With regard to proactive recruitment, the National Police provides an opportunity for each Regional Police (Polda) to look for prospective Polri personnel who suit the needs of their area through a proactive recruitment program based on the National Police Chief Regulation No. 10 of 2019 concerning Proactive Recruitment of Prospective Police Members. The proactive recruitment program has been implemented since 2020. The recruitment system is different from the general recruitment system that has been implemented so far. Proactive recruitment requires each Regional Police to find and select prospective Polri personnel in their respective regions to invite them to participate in the selection of enlisted candidates, non-commissioned officers and Polri officers. The Riau Islands Regional Police, or from now on referred to as the Riau Kep Regional Police, is part of the National Police organization that organizes a proactive recruitment program for the 2021 Police Officer selection as an effort as well as an action plan to realize superior Human Resources (HR) and attract clean, transparent, accountable talent and Humanist selection process (BETAH). Proactive recruitment based on IT and accessible to the public with affirmative action categories (Crosby, Iyer, & Sincharoen, 2006; Dwaa, 2020), talent scouting (Tutyani & Djumiarti, 2018; Khayat, 2020; Wolor, 2020) and awards (Khayat, 2020; Prakoso, 2022).

It should be realized that Kep. Riau is one of the border provinces prone to transnational crimes such as human trafficking or smuggling illegal goods, including narcotics. Border areas such as Batam City, Natuna Regency, Bintan Regency, Anambas Regency and Karimun Regency require personnel who are not

only physically prepared but also psychologically. It is not only a matter of cases that must be handled but also regional infrastructure, which is not as complete and sophisticated as at the centre. These facts raise the question of whether the implementation of a proactive recruitment program can attract the interest of local people to join part of the Polri institution, especially in Polda Kep. Riau. On that basis, it is necessary to conduct research that aims to analyze the implementation of a proactive recruitment program in meeting the needs of Polri personnel in the Unitary Area of the Regional Police of Kep. Riau. Research on the theme of proactive recruitment has not been widely carried out, considering that this policy will only be implemented in 2021. Hence, it is essential to conduct research to assess whether the proactive recruitment program was successfully implemented. Second, become a reference for stakeholders in implementing proactive recruitment in other Regional Polices in the future. Therefore, this article is intended to analyze a proposed research concerning about implementation of proactive recruitment program for prospective members of Indonesia's state police at the police of the Riau Islands.

RESEARCH METHOD

This research was conducted with qualitative methods in order to gain an understanding of the focus on the object of research. Qualitative methods are carried out in research to produce a comprehensive scientific study, creating a complex and detailed picture to understand problems in a social context (Creswell, 2015). This research is also Data processing is based on trend analysis related to the research focus (Azwar, 2007), namely the implementation of the National Police's proactive recruitment program in the Polda Kep area. Riau. The data were collected through observation, documentation studies and interviews with officials and the HR bureau of the Regional Police of Kep. Riau. The collected data is then analyzed descriptively through a post-positivism approach in order to produce a conclusion that is not only based on facts but also a dissertation verification of relevant theories (Creswell, 2015). The post-positivism approach is intended to analyze facts directly on the object of analysis (Wolor, 2020; Gilch & Sieweke, 2021; Parakoso, 2022), making it easier for researchers to describe research findings according to relevant theoretical concepts (Ekwoaba et al, 2015).

RESULT AND DISCUSSION

Human Resource Management

Human Resource Management is a system, technique or arrangement that directs and controls all aspects related to the recruitment, selection, development, payroll, maintenance and termination processes in order to achieve the organization's vision, mission and goals (Robbins & Coulter, 2016). Human Resource Management is an essential practice in workforce planning. Managers and all stakeholders have to think systematically about what the organization should do, who should do it, how to do it and then evaluate the results of the plan that has been made (Norma et al, 2020).

Human Resource Management within the scope of the Indonesian National Police is regulated in Perkap Number 99 of 2020 concerning Management Systems and Successful Standards for Development of Excellent Human Resources of the Indonesian National Police. The National Police Human Resources Development System excels in the entire process of developing integrated Human Resources functions, influencing each other, supporting each other, and being effective and efficient in achieving organizational goals together. Superior Police Human Resource Development Management is a series of activities carried

out systematically and integrated into planning, organizing, implementing, monitoring and controlling processes to develop excellent Polri Human Resources (Azis, 2020).

Based on the explanation above, it can be seen that Human Resource Management is a series of processes for managing organizational members from the recruitment stage to the coaching process, including termination of employment. Therefore, the Human Resource Management studied was related to the member recruitment stage in this study.

Recruitment

Some literature mentions that the initial stage of member search is recruitment and selection (Zottoli & Wanous, 2000). However, the two cannot be separated because it is a continuous stage (Gamage, 2014). Recruitment and selection include searching for candidates through advertisements or other methods, screening potential candidates using tests and interviews, selecting candidates based on test or interview results, and orientation to ensure that candidates can fulfill their new roles effectively (Sarkar & Kumar, 2007). Recruitment procedures that provide a large number of qualified applicants, if integrated with a reliable and valid selection process, significantly impact the quality and types of skills possessed by new employees (Norma et al, 2020).

Recruitment can be done with various approaches, such as employee referrals, campus recruitment, advertisements, recruitment agents/consultants, job sites/portals, company websites, social media and so on (Sinha & Thaly, 2013). Every organization's hiring experience is different, so the best way to find out which approach fits your organization's needs is to analyze the metrics based on previous hiring efforts rather than other organizations' hiring efforts. After analyzing the weaknesses and shortcomings of the recruitment approach, the organization can try alternative methods deemed appropriate to achieve the organization's vision, mission and goals (Gilch & Sieweke, 2021). In general, there are 4 (four) models or methods of employee recruitment and selection that organisations can adopt, namely centralized recruitment, decentralized recruitment, electronic-based recruitment and outsourcing (Llorens, Klingner, & Nalbandian, 2018).

The recruitment process must adhere to a transparent system, meaning that it does not discriminate between the sexes of women or men. The appropriate competence must be an indicator of a fair assessment (Scholten & Witmer, 2017). It was further explained that the only dimension that made a difference in the recruitment process was gender. This dimension was not a benchmark for individual capacity or competence (Bloksgaard, Fekjaer, & Moberg, 2020).

Proactive Recruitment of Indonesia National Police

The traditional approach to recruiting police officers focuses on obtaining the broadest possible pool of candidates and selecting a few by an elimination process. In contrast, this approach only focuses on the number of applicants with little regard for the potential or qualifications of the applicants (Wilson et al., 2010). This condition will become a latent problem in the future (Girod, 2014). Therefore, a more comprehensive recruitment approach is needed by not making the number of applicants the goal but also analyzing the abilities and skills possessed by these applicants, namely proactive recruitment (Kekale, 2017). In proactive recruitment, organizations can assess candidates' motivation and skills in real-life situations and evaluate whether they can be transferred when suitable positions arise (Beyl & Smith, 2016). The proactive model also offers new insights and diversity to group members through actual recruitment while developing each individual according to their level of competence (Parda, Stepien, & Rosinska, 2015).

In Regulation of the National Police Chief Number, 10 of 2019, Article 1 states that the proactive recruitment of prospective members of the National Police is the process of finding, selecting and training the best candidates. They meet the requirements to become members of the National Police, both officers and non-commissioned officers. The principles of proactive recruitment of prospective Polri members based on the Regulation of the National Police Chief Number 10 of 2019 article 2 include a) Cleanliness is carried out objectively, honestly, fairly and free from corruption, collusion and nepotism; b) Transparent, which is implemented openly and opens access to the public; c) Accountable, which can be accounted for; d) Humanist, which is carried out with a friendly, polite attitude, and upholds the value of human rights. The proactive recruitment selection of the National Police is carried out through three categories: affirmative action, awards, and talent scouting. Proactive recruitment of prospective members of the National Police for the category of affirmative action is carried out for future National Police non-commissioned officers who come from the small outermost islands or border areas, inland regions/tribes, and remote inhabited islands.

Accountability, quality improvement and social relevance are the main challenges that must be faced in all public organizations, including Polri. Therefore, recruitment of personnel is often considered essential for creating success in the organization (Llorens, Klingner, & Nalbandian, 2018), contributing to performance (Ofori & Aryeetey, 2011) as well as demonstrating academic excellence (Gamage, 2014). Furthermore, from a practical managerial perspective, recruitment aims to find productive members who will complement their organization (Aldiprawira & Soerjoatmodjo, 2019). However, it is challenging to attract the public using only job advertisements. In addition, interview techniques are insufficient to ascertain the basis of prospective candidates' motivation, habits, drives, and personality (Kekale, 2017). Therefore, proactive recruitment is the solution to this problem.

Implementation of Proactive Recruitment of Indonesia National Police at Regional Police of The Riau Islands

Human resource management in the National Police aims to maximize the role and function of human resources (HR) in each workunit so that every HR within the National Police organization has the same motivation and goals. Therefore, it is aligned with organizational goals. One form of HR management carried out by the 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 recruitment and selection process for personnel is one factor that plays a vital role in creating a superior partnership capable of excelling and innovating. This aspect is in line with the vision and mission of the National Police Chief as outlined in the National Police Chief's Priority Program concerning the vision and mission of the President of the Republic of Indonesia, one of which is to create superior human resources (HR). Furthermore, recruitment with a proactive model can overcome the shortcomings of the classical recruitment model, where in proactive recruitment, the talents of each candidate can be identified.

Based on a well-designed HR plan, HR practices such as recruitment and selection can ensure the appointment of the right people at the right time, in the right place and at the correct number (Kotze, 2017). Inzunza (2016) emphasized that implementing recruitment in the public sector, such as the police, cannot be separated from various determinants that can slow down or support program implementation. First, the number of personnel varies from state to state, so it is necessary to plan the appropriate number for each region (Inzunza, 2016; Kekale, 2017; Prakoso, 2022). In the National Police, the planning for employee needs for all Polda spread throughout Indonesia does not yet have a standard number related to the number of employees allocated to each Polda in Indonesia.

Second, the budget planning process is carried out centrally. This problem is one of the problems in the centralized police system (Inzunza M., 2016). The planned budget tends to be slow and does not match the region's needs (Khayat, 2020). Since Kep. Riau is a province with several regions as remote, outermost and border areas. Hence, the required budget is certainly not the same as the budget system in areas close to the center of government.

Third, the recruitment schedule is too short. The police have already decided, but the acceptance period is relatively short, so it becomes an obstacle in the selection process for potential candidates. This issue is also related to the pandemic conditions that require the Police to conduct recruitment and selection quickly, because the Police must also participate in accelerating the handling of Covid-19 (Savitri, 2021). The overall objective of recruitment and selection within the organization is to obtain the number and quality of employees needed to fulfill the organization's strategic goals (Gamage, 2014). In 2020 to 2021, one of the strategic objectives of the National Police is to become the government's right hand in accelerating the handling of the Covid-19 pandemic.

In addition to the three factors above, the implementation of a proactive program in Kep. Riau is also affected by the lack of talent retention and succession. According to Koch et al. (2008), the loss of experienced employees has a detrimental effect on other parties in terms of increasing workloads, decreasing efficiency and morale, as well as for institutions in terms of the cessation of service provision and development, difficulties in finding qualified employees and disruption of institutional relationships. However, institutions can take steps to avoid high turnover rates by Developing employee retention strategies (Parda, Stepien, & Rosinska, 2015); keeping costs under control; and having a well-thought-out retention goal that supports business resources and objectives to strengthen internal employer brands and contribute to the institution's ability to attract new talent (Kotze, 2017). Therefore, retaining talent through employee development and mentoring is an integral part of the successful implementation of proactive recruitment (Kekale, 2017; Prakoso, 2022).

Implementation of BETAH Values, Talent Scouting & Affirmative Action

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 due to the invalid recruitment and selection assessment system. One of the obstacles is affirmative action and talent search in applying proactive recruitment at the Regional Police of Kep. Riau is not optimal. From the study results, it is known that the concept of affirmative action is not optimal considering that the members accepted by the majority are not native to the region. Although to take part in the proactive recruitment program through the affirmative action category, the candidate for the National Police officer must meet the requirements, namely 1) Indigenous people, newly domiciled in the area and proven by an Identity Card (KTP) or Family Card (KK); and 2) Non-native, domiciled in the area for at least three years as of the opening of the National Police NCO formation education, as evidenced by an ID card or KK or diploma/report from class X, XI, and XII schools in the area.

Whereas affirmative action is intended to provide opportunities for local children to become part of an organization (Crosby, Iyer, & Sincharoen, 2006), namely the police institution. Affirmative action helps ensure that election or appointment procedures and decisions are fair to local communities (Dwaa, 2020). Proactive recruitment of prospective members of the National Police is also carried out through the talent scouting category, which is intended for prospective members of the National Police and SIPSS. Talent scouting is a systematic effort to identify a person's potential, predicting that that person will succeed in achieving the best performance (Khayat, 2020). Talent scouting is a method used to find the

best talents to become employees in a government organization. The purpose of holding this talent scouting is to find someone with the best talent (Tutyani & Djumiarti, 2018).

One study at a telecommunications company in France explained that talent scouting needs to be applied to provide promotion opportunities and career paths for all male and female employees (Bruning & Cadigan, 2014). Meanwhile, in Iran, the optimal talent management and development model consists of three preliminary, executive and complementary steps from planning to forming a talent pool in the company (Dorbash et al., 2021). Talent scouting also needs to be carried out on existing members by providing training and development (Zamcu, 2014). Talent scouting in the National Police's proactive recruitment program is given to people with particular competencies with the criteria of achievements in academic and non-academic fields.

The classification in talent scouting above is indicated to be less than optimally applied, considering the relatively short timeframe for acceptance. To get quality Police members, monitoring is needed from the institution since the prospective members are at the initial level of high school (Belur, Pauley, McGinley, & Thompson, 2019) or class XI in high school. Kock and Burke (2008) developed a talent management strategy called the Talent Wheel, which describes the primary talent management process, with employee engagement at the core. The value chain consists of talent planning, identification, categorization, career management, employee engagement and balance sheet processes. The concept of the talent wheel model can be schematized based on Figure 1.

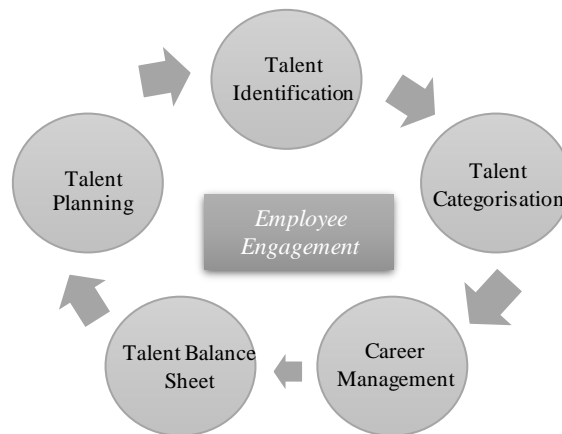


Figure 1. Talent Wheel Model

Source: Kock and Burke, 2008

The first step in the talent management approach is talent planning, which aims to describe the gap between the demand and supply of key talent. Obtaining the talent that is really needed is not just 'taking in from the outside, but also how to practice retention of existing employees to fill vacancies in the institution. Therefore, developing and cultivating talent from within is a strategic imperative (Kotze, 2017). Unfortunately, this is something that has not been implemented in Polda Kep. Riau on the implementation of proactive recruitment. Next is the identification of talent (talent identification). A process that involves evaluating employees' performance, potential, and readiness to progress vertically and horizontally. This means that there is a career path. So far, the National Police has guaranteed career paths for all its members.

The next process is talent categorization. This process represents the potential and performance of employees. One way is to establish a Workplace Skills Forum to inform skills planning. This forum should be expanded to verify, approve and track talent progress. This process has also not been applied to the implementation of proactive recruitment at Polda Kep. Riau. The talent categorization is continued with the career management stage. This stage needs to be carried out and socialized from the beginning to members, as motivation and enthusiasm for work. Career management is not only intended for prospective members but also for members of existing institutions as self and organizational development (Gamage, 2014; Kekale, 2017; Kotze, 2017).

The final process that needs to be done is to create a talent balance sheet to consolidate the data collected about an employee (talent balance sheet). It demonstrates the institution's strength by listing employees who show potential and highlighting the qualities of potential holders of critical and leadership positions. The talent balance is the basis for employee segmentation and attractive talent categories. A study states that talent is not only natural but also about mastery/skills ((Ericsson, 2007; Ackerman, 2014; Meyers and van Woerkom, 2014), an attitude of wanting to learn to solve every problem (Ulrich, 2007; Ackerman, 2014; Mayer and Holms, 2015), and talent as an individual's fit with the organization's vision and mission (Pfeffer, 2001; Thunnissen and Buttiens, 2017; Thunnissen and Van Arensbergen, 2015). If the above process is carried out, the main focus of the Kock and Burke talent model is to create employee engagement. This condition refers to the extent to which employees are committed to something or someone in the institution, how hard they work and how long they stay due to that commitment.

Recruitment and selection are a vital function of human resource management for all types of organizations as it refers to attracting and selecting candidates for a job. The quality of human resources owned by the organization is highly dependent on the effectiveness of these two functions (Sinha & Thaly, 2013; Gamage, 2014). Recruiting and selecting the wrong candidates will have a negative impact on the existence of the organization. Thus, the overall goal of recruitment and selection in organizations is to obtain the number and quality of employees needed to meet the strategic objectives of the organization at minimal costs (Zottoli & Wanous, 2000; Ofori & Aryeetey, 2011) so that the implementation of recruitment including proactive recruitment needs to be planned, implemented and evaluated comprehensively to obtain optimal results.

CONCLUSION

Based on the description above, it can be concluded that the implementation of proactive recruitment of the selection of Polri officers, Polda Kep. Riau, in 2021 still encounters several obstacles. It is starting with the registration process for prospective participants, which is done online but requires participants to come to the Kep Police Headquarters. Riau to register as a proactive recruitment participant becomes an obstacle for participants who live outside the city. They do not get the time and information to write due to the short registration time and complete requirements. Furthermore, the initial selection is the implementation of document checking. 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 know the requirements in each category, so prospective participants cannot get the number of examinees in proactive recruitment. This condition shows the low delivery of information regarding proactive recruitment requirements caused by the lack of socialization carried out by officers with 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. Riau, so that it has the potential to influence public interest in the proactive recruitment process in the future

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