

Collaboration Process, Inhibiting and Supporting Factors in the Proactive Recruitment Program for Candidate Members of the Republic of Indonesia Police

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Abstract. *This study aims to analyze the collaboration process and inhibiting and supporting factors in 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, North Kalimantan Police, and Papua Police. Determination of research informants using purposive sampling. Data collection includes observation, in-depth interviews, and document reviews. Data analysis techniques use interactive data analysis. Validity and reliability use triangulation, combining various data sources, methods, or theories to verify and strengthen research findings. The results of the research on the process in the Proactive Recruitment Program involve complex collaboration between internal and external stakeholders, with major challenges such as limited access to information in remote areas, lack of coordination, and administrative barriers. The driving factors include competent human resources, good cooperation, and technology, while the obstacles are problems with coordination, infrastructure, data incompatibility, and social and cultural challenges.*

Keywords: *Collaboration Process, Inhibiting and Supporting Factors, Proactive Recruitment*

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INTRODUCTION

The Proactive Recruitment Program (Proactive Recruitment of Candidates for the Indonesian National Police) is an initiative designed to expand access for the community, especially those from remote and border areas, to become members of the Indonesian National Police (Kurniawan, 2023). This program refers to the Regulation of the Chief of the Indonesian National Police Number 10 of 2019 concerning the Proactive Recruitment of Candidates for the Indonesian National Police (Kristanto & Soeling, 2022).

In the context of this study, the Collaborative theory of Innovation developed by Sorensen & Torfing (2018) provides an important perspective to assess the collaboration process in this recruitment program. According to Mariani (2022), collaborative innovation involves

cooperation between various actors who have different resources and knowledge to create better, more efficient, and more sustainable solutions. In this case, the elements of the process innovation and drivers and barriers (driving and inhibiting factors).

Align with research from Torfing (2013), the collaborative innovation process in the Proactive Recruitment program can be seen as a series of steps involving many actors with different roles and functions. Each party involved brings unique knowledge and experience that contributes to the success of the program. In this context, the process element is very important because it is directly related to how stakeholders work together to achieve common goals (Munfiatik, 2023). Nissen (2014) explain that collaborative innovation occurs through dynamic interactions and mutual influence between actors who have different interests and knowledge.

In the Proactive Recruitment program, the collaboration process starts from planning to implementation in the field (Basuki et al., 2024). Polda, as the leading sector, acts as a director and coordinator of the program, while the Police, Bhabinkamtibmas, and external stakeholders such as the Education Office, Dukcapil, Ministry of Religion, and KONI have their respective roles in the selection and file verification stages. In the socialization stage, the Police and Bhabinkamtibmas communicate with the local community, using various platforms to disseminate information about the recruitment program (Tanjung & Asmaí, 2024).

This collaborative process involves not only the exchange of information but also the sharing of resources (Talja & Hansen, 2006). In other words, the Proactive Recruitment program is a real example of collaborative innovation where each actor utilizes their respective expertise and resources to achieve a common goal, namely to recruit qualified prospective Polri members from all over Indonesia, including border and remote areas (Setyadi et al., 2021).

However, despite the many driving factors, collaboration in the Proactive Recruitment program also faces several obstacles (Tafti et al., 2017). One of the main obstacles is the limited infrastructure and access to information in remote areas. Viewed from the perspective of Collaborative Innovation according to Hartley (2013), the Proactive Recruitment program is a real example of collaborative innovation involving various parties with different roles to achieve common goals. However, obstacles such as limited infrastructure, and lack of coordination (Mohamad et al., 2024).

To ensure the success of this program, the Regional Police and other stakeholders need to continue to improve coordination, improve infrastructure, and adjust the approach to local conditions (Soesatyo, 2024). Thus, the Proactive Recruitment program can successfully recruit prospective Polri members from all over Indonesia, including areas that have been neglected (Yudanto & Soeling, 2023). Based on this, the research topic in chapter III which is the focus of this study is how the collaboration process, inhibiting and driving factors in the Proactive Recruitment program for Prospective Members of the Republic of Indonesia Police are reviewed from the process elements and inhibiting and driving factors in collaborative innovation.

METHODS

This research design uses a qualitative approach with a case study strategy (Verschuren, 2003). 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 initial conditions and meta-governance 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 (Laksono et al., 2020). The informants in this study include several parties, at the South

Sulawesi Regional Police including the Head of the Subbagdiapers Bagdalpers Ro SDM Polda, Paur Subbagdiapers Bagdalpers Ro SDM Polda, Paur Dalpers Bag SDM Polrestabes Makassar, Jabagan Banum Bag SDM Polrestabes Makassar, Representatives of the Education Office, Representatives of LLDIKTI Region IX, Representatives, Ministry of Religion, Representatives of the Population and Civil Registration Office, External Supervisors of NGOs (FIK ORNOP), External Supervisors, Proactive Recruitment NCOs. The North Kalimantan Regional Police include informants such as PS. Head of Subbagdiapers 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. The last informant at the Papua Regional Police includes Head of Subbagdiapers Bagdalpers Ro SDM Polda 2022, Paur Subbagdiapers Bagdalpers Ro SDM Polda, Ba Subbagdiapers Bagdalpers Ro SDM Polda, Bhabinkamtibmas Polsek Muara Tami, Skouw Village Yambe, Staff Coordinator. National Assessment, Education Office, Population Administrator of Population and Civil Registration Office, KONI Representative, External Supervisor (Secretary of KOMNAS HAM), and Proactive Recruitment Non-Commissioned Officer. Data analysis techniques include data collection, data reduction, data presentation, and drawing conclusions (Febriani et al., 2023). Validity and reliability combine various data sources, methods, or theories to verify and strengthen research findings.

RESULTS AND DICUSSION

In the proactive recruitment program implemented by the South Sulawesi Regional Police, North Kalimantan Regional Police, and Papua Regional Police, there is close collaboration between various parties both at the internal Polri level and with external stakeholders. The South Sulawesi Regional Police act as the main organizer and implementer of the proactive recruitment program, coordinating with various parties, both internal and external. The main task of the Regional Police is to direct and manage the recruitment process, from the socialization stage to delivering participants to education centers (Marenin, 2004). The Regional Police also collaborate with the Resort Police and Bhabinkamtibmas to expand the reach of information regarding recruitment through various channels, such as social media and face-to-face meetings at schools.

External collaboration also involves the Population and Civil Registration Service (DUKCAPIL) to verify the population data of prospective participants, the Education Service to verify diplomas, and the Ministry of Religion to test memorization of the Quran for prospective participants who register through the Hafiz pathway. In addition, Non-Governmental Organizations (NGOs) play a role in external supervision, ensuring that all stages of recruitment take place transparently and fairly. The North Kalimantan Police have a similar collaboration structure to the South Sulawesi Police but with certain adjustments considering the conditions of the wider and more diverse region. This police acts as the main committee, even those in remote areas, can participate in this recruitment. The Nunukan Police, for example, plays an active role in socialization, including providing administrative facilities such as tolerance for file processing time.

Stakeholders such as the Education Office, Population and Civil Registration Office, and the Ministry of Religious Affairs also play a role in verifying files and ensuring the authenticity of participant documents. The role of KONI, especially in the sports achievement pathway, is also crucial to ensure that the achievement certificates submitted by prospective participants are valid and in accordance with the established standards. In the Papua Police, collaboration is more centralized at the Regional Police level, considering the more complex geographical and social challenges, such as long distances and potentially limited access to information in remote areas. The Papua Police take the lead role in recruiting prospective participants, with intensive

socialization carried out through the Polsek and Bhabinkamtibmas. In addition, the Papua Police also collaborate with Polres in remote areas to facilitate registration and file collection.

Stakeholders involved each play a role in file verification, document validation, and Al-Qur'an memorization testing for prospective Hafiz participants. One thing that distinguishes the Papua Regional Police is the involvement of the National Human Rights Commission as an external supervisor to ensure that the recruitment process runs by human rights principles, by providing supervision of each stage of recruitment and handling complaints or grievances from participants. From the explanation above, it is concluded that the collaboration carried out by the Regional Police in each region of South Sulawesi, North Kalimantan, and Papua has a similar pattern but is adjusted to local conditions and needs. Based on these findings, there are several things related to factors that influence the success and challenges faced in implementing proactive recruitment. Supporting factors include Good Cooperation between the Regional Police and Stakeholders At the South Sulawesi Regional Police, good cooperation between internal and external teams is one of the main factors supporting the success of proactive recruitment. Other supporting factors are internal parties of the Regional Police such as the Head of Sub-Division Dalpers and BA SUBBAGDIAPERS emphasized the importance of Reliable Human Resources in the recruitment process.

The South Sulawesi Regional Police received support from human resources from various related agencies that have been trained and are ready to work with the specified system. Budget support and facilities are provided by the South Sulawesi Regional Police. Complete facilities, as well as timely budgets greatly assist the smooth running of the selection process. The South Sulawesi Regional Police has a system that is very responsive to the needs and problems faced by the Polres or other agencies, such as assisting quickly if tools or facilities are lacking. One of the obstacles found was the limited time for socialization. The North Kalimantan Regional Police experienced major obstacles related to access, especially in remote areas that are difficult to reach by transportation. This problem was exacerbated by limited signal. Another obstacle was the inconsistency of prospective participant data, both related to population data that was not updated and problems with administration at the school level.

Dukcapil and the Education Office experienced difficulties with data that did not match birth certificates, ID cards, and diplomas, which required clarification and correction. The Papua Regional Police faced even more serious obstacles related to the difficulty of accessing remote areas, especially in the mountainous Papua region. Social and cultural issues that prevented residents from participating in the recruitment process were a serious challenge. The existence of doctrine and cultural barriers caused low enthusiasm from people in the mountainous region to participate in this proactive recruitment program. Another problem faced by the Papua Regional Police was conflict-prone areas, especially in areas influenced by separatist issues. To overcome the problem of limited socialization, the South Sulawesi Regional Police and the North Kalimantan Regional Police conducted more intensive and earlier socialization.

They involved various parties. The Papua Regional Police overcame obstacles in mountainous areas with an approach that was more sensitive to local social and cultural conditions. The results of this study indicate that despite a number of challenges in implementing proactive recruitment, collaboration between the Regional Police and related stakeholders has yielded positive results, especially in terms of human resources and facilities provided. However, constraints related to time, accessibility, and data differences still need to be better addressed. In addition, the Papua Regional Police face greater challenges, which need to take a more intensive and sensitive approach to social and cultural conditions in remote and conflict areas.

CONCLUSION

The process elements in the Proactive Recruitment Program involve complex collaboration between internal and external stakeholders. Some of the challenges found are limited access to information in remote areas, lack of coordination, obstacles in processing

administrative files, and differences in understanding between stakeholders regarding the procedures that need to be followed in recruitment. To overcome these problems, it is necessary to improve coordination and communication between stakeholders, especially in border and remote areas. The Regional Police and stakeholders can increase socialization using social media. In addition, there needs to be a simplification of the administrative and logistics processes to facilitate participants from remote areas. Improving training for verification and supervision officers is also important to ensure a smooth recruitment process. The drivers and barriers elements show the driving factors of the availability of competent human resources, good cooperation between internal and external parties, and the use of technology. However, there are also obstacles such as time coordination problems, inadequate infrastructure, data incompatibility, and social and cultural challenges faced in certain areas. To ensure the success of this program, coordination, infrastructure improvement, and adaptation to local social and cultural conditions are needed.

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