

**IMPLEMENTATION OF AFFIRMATIVE ACTION POLICY IN THE PROACTIVE
RECRUITMENT PROGRAM FOR THE BORDER AREA IN THE
IMPLEMENTATION OF THE SELECTION OF POLICE NON-COMMISSIONED
OFFICERS AT THE RIAU ISLANDS REGIONAL POLICE IN 2020**

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Abstract: One of the areas faced with the problem of HR recruitment for the National Police is the jurisdiction of the Riau Islands Police. Riau Islands Police has a border area that feels that it has not received justice because of its geographical location far from the regional committee (Panda) of Riau Islands. Long distances become an obstacle when regional sons participate in the recruitment and selection of candidates for police officers. This study aims to analyze the implementation of affirmative action policy in the proactive recruitment program for the border area in the implementation of the selection of police non-commissioned officers at the Riau Islands Regional Police in 2020. Based on the results of the study, it is known that the principles and values of Affirmative Action have the potential and opportunity to bridge the socio-cultural problems that arise, while ensuring the representation and proportion of human resources in a deal in the population, geography, and culture characteristics of the community in the Polri organization. The principles and values of Affirmative Action have a significant impact on the quality of performance. The high workload and risk of working as a police officer must be balanced with strong driving factors and create a significant impact, especially in the aspect of member welfare. Even though in practice, the Riau Islands Regional Police is still faced with obstacles to the lack of interest in prospective registrants in the border area.

Keywords: *Policy, Affirmative Action, Recruitment, Non-Commissioned Officers*

1. Introduction

A nation's development can be defined as the process of working toward the national goals of becoming a fully functional, self-reliant, prosperous, and just nation that is respectful of its citizens and of God Almighty. As stated in the 1945 Constitution's fourth paragraph of the Preamble, the essence of national development is to educate the nation's life, generate universal welfare, prevent all Indonesian bloodshed, and contribute to international order and everlasting peace. Without the participation of all parties and the maintenance of secure and orderly conditions, Sustainable National Development will not be able to function as planned. Since the reform era's introduction, the paradigm of government administration has shifted from rule government to good governance, prompting the National Police's leadership to institute the Police Bureaucratic Reform initiative. Polri reform is also the basis for all changes in the performance of the National Police in the field, which is adjusted to the expectations of the

community, which requires the Polri to provide a sense of security and service to the community. The demands for change that come from the community include making the National Police more independent and professional in carrying out their duties, so that to realize these expectations, the Polri takes the first steps through the implementation of the 2005-2025 Polri Grand strategy which is divided into 3 stages, namely the Trust Building stage, phase I Partnership Building, and phase II Strive For Excellence.

As a result of professionalism, there is a constant pressure to produce better and better results. Furthermore, it does not rule out the need of moral considerations for employees when completing work (Raharjo & Angkasa, 2011). In the business world, people are always trying to do better in order to meet the high expectations of their superiors, clients, and peers (Carlan & Lewis, 2009). Although the Institution has set standards for police performance, in practice, the community's evaluation of the police force's effectiveness provides the most important factor in determining whether or not officers are competent in carrying out their tasks (Loftus & Price, 2016). This is also true for Indonesia's national police, whose performance will improve and their professionalism will flourish if their skills are up to pace with those of the profession. The Chief of Police, acting through the Republican Police agency, conducted staggered recruiting to meet the force's needs for Brigadier-rank police officers. It is carried out in the Regional Police by the Chief of Police delegating authority to the Chief of Police and ranks via the admissions process for Police Brigadiers. This is done to conform to the list of personnel composition's specifications for the ratio of the number of Police personnel.

The merit system is essentially a system that allows a person to achieve success in proportion to his or her qualities and abilities, and that tries to develop employees or members so they have the proper competencies and can ideally achieve organizational goals (Aronson, 1950). Although the merit system is not directly specified in the law (Law No. 2/2002), it has been drawn in principle from Roadmap for Police Bureaucratic Reform Wave 3 of 2016-2019 Chapter 3c point 6b regarding improving the HR system based on merit. These initiatives may pave the way for a more favorable shift in the direction of enhancing police culture by way of the integrated and sustainable development of human resources. Policymakers and strategic actors are where it all begins, and in order to do so in an objective and subjectivity-free manner, the apparatus must impose its professionalism on the implementing apparatus (Hutabarat et al., 2022). A better police culture (professional, law-abiding, moral, and modern) in a democratic society is much more likely to be carried out ideally if the National Police is able to successfully manage recruitment and choose qualified Police human resources.

The Riau Islands Police Force has a shortage of personnel due in part to difficulties in recruiting. At least 15 border areas within Riau Islands police jurisdiction feel they are being ignored by the legal system because of their distance from the Riau Islands regional committee (also refers to Panda). Distances made it difficult for local men to take part in the process of choosing Police non-commissioned officers.

As a result, Affirmative Action is a recruitment and selection mechanism that works to eliminate bias against any citizen. Affirmative action is defined by law professor Tom Campbell (2015) as “policy offered to particular groups that are assessed to have insufficient representation in critical positions in society as a result of discrimination.” The values and concepts of social justice are consistent with Affirmative Action. To ensure that public and private institutions have access to a diverse pool of talent that accurately reflects the demographics of their communities and the cultures in which their employees live, work, and play, Affirmative Action can be used to help break down barriers between different cultures (Gomez, 2003). With the affirmation policy, it is hoped that it will increase the number of interested applicants for Polri member

candidates in border areas to participate during the recruitment and selection of prospective Polri members by the HR Bureau of the Riau Islands Police. One of these things boils down to producing prospective Polri members from border areas in the Riau Islands Police, in support of accelerating human resource development in the Riau Islands. Based on the study, the purpose of this study is to describe and analyze the implementation of the affirmative action policy in the proactive recruitment program for border areas during the 2020 National Police Officer selection process at the Riau Islands Police.

This research was crucial given that similar studies have been conducted in 2019, but it reveals that the execution of affirmative action policies remains suboptimal. Affirmative action through recruitment and selection with a merit system is expected to minimize the formation of groups in groups that feel discriminated against from organizations based on their non-abilities, or related to certain groups/races, and; third, As a result of communal life, certain tribes are anti-government, causing their motivation to decrease until they lose motivation to join as members of the National Police. For this reason, departing from the majority of the main motivations are internal factors (personal needs and expectations) and external factors (salary and working organizational environment), the strategy that must be pursued is the fulfillment and improvement of these 4 aspects of needs.

The Affirmative Action Policy in the Border Area Proactive Recruitment Program in the 2020 Implementation of National Police Officer Selection at the Riau Islands Police is one of the steps taken by the Indonesian National Police, especially the Riau Islands Police in fulfilling aspects of justice while optimizing the recruitment of personnel from border areas. Although the implementation itself is still faced with various limitations. Based on the background mentioned above, the authors are interested in conducting a research study with the title “Implementation of Affirmative Action Policy in The Proactive Recruitment Program for The Border Area in The Implementation of The Selection of Police Non-Commissioned Officers at The Riau Islands Regional Police in 2020”.

2. Research Method

In order to better comprehend the subject of this study, qualitative research techniques were employed. To better comprehend issues in a societal setting, researchers employ qualitative methodologies to compile a full scientific study (Creswell, 2014). Focusing on the use of affirmative action policies in the proactive recruitment program for border areas for the selection of National Police Officers at the Riau Islands Police in 2020, this study also processed data based on trend analysis. Data collection was carried out through observation, documentation studies and interviews with officials and the HR bureau of the Riau Islands Police. The collected data was analyzed descriptively through a post-positivism approach to produce conclusions that were not only based on facts but also dissertation verification of relevant theories (Creswell, 2014). The postpositivism approach was intended to analyze facts directly on the object of analysis (Gilch & Sieweke, 2021; Prakoso, 2019; Wolor et al., 2020), making it easier for researchers to describe research findings according to relevant theoretical concepts (Ekwoaba et al., 2015).

3. Results and Discussion

3.1. Affirmative action

Affirmative Action is a policy enacted with the intention of granting some groups or groups the same status as other groups or groups. Affirmative Action can also be understood as giving some groups preferential treatment (Norris, 2019). The objective of the affirmative policy for the

proactive border area recruitment program during the 2020 implementation of the selection for Police Non-Commissioned Officers at the Riau Islands Police in 2020 with the quota mechanism is to increase the number of representatives participating in the proactive border area recruitment in the 2020 implementation of the selection for Police Non-Commissioned Officers at the Riau Islands Police in 2020, who represent a particular class or group identity and excluded so that the hope is that the principle of representation will work optimally to change the policy agenda and shift policy priorities which have so far made applicants from border areas excluded.

From a historical point of view, the term affirmative action is applied at the public level where the state and public institutions issue policies that provide opportunities or special treatment to certain groups, including quota policies in state and public institutions: parliament, government, educational institutions and employment. Theoretically, some perspectives and interpretations of Affirmative Action have been identified. Marquita Sykes defines that “the set of public policies and initiatives designed to help eliminate past and present discrimination based on race, color, religion, sex, or national origin, is under attack.” Meanwhile, according to the Stanford Encyclopedia of Philosophy "Affirmative action" means “positive steps taken to increase the representation of women and minorities in areas of employment, education, and business from which they have been historically excluded. When those steps involve preferential selection, selection on the basis of race, gender, or ethnicity, affirmative action generates intense each country.” There are a number of countries that have been controversial.

3.2. Recruitment

Berman et al. (2018) explains that there are at least five main elements influencing recruitment effectiveness: (1) the extent and quality of the process, (2) the size of the labor group and the location of the work, (3) salaries and benefits, (4) the quality of the work, and (5) the image of the organization. The size of the labor pool and the location of the work together play a role in recruitment. For example, in the last generation, thousands of public sector jobs have been privatized, so they turn to domestic and foreign private contractors. Salary and benefits are frequently the first criteria that prospective applicants evaluate. Depending on the agency, location, and role, public sector pay range from non-competitive to moderately competitive. Benefits (particularly pensions and health insurance) in the public sector are often regarded as comparable to or superior to the average in the private sector, and hence serve as a significant recruiting tool. The non-profit sector frequently has significantly lower pay scales and less benefits than the commercial and public sectors, and must thus address these deficiencies in the inherent quality of work elements.

According to recruitment expert Sara Rynes (Berman et al., 2018), companies frequently disregard the applicant's viewpoint during the hiring process. Instead of being impressed by the company, regardless of whether they were employed or not, the majority of candidates were dissatisfied with the cold, foolish, or pedantic treatment they experienced. In addition, there is also the adoption of an effective and transparent recruitment procedure.

3.3. Selection

Further, Berman et al. (2018) explained that technical selection begins when the application has been received. Which of the applicants will be selected, through what process, and by whom? During the 20th century, the principle of merit replaced patronage as the most common but by no means the only selection criterion. Even where mayors, governors, and presidents have strong appointing powers and loyalty may initially be a legitimate factor in elections, excessive patronage considerations can get them into trouble. The selection process can be divided into

four screening phases, although the phases are sometimes combined for convenience or out of necessity. In Phase 1, the procedure emphasizes the distinction between those who are eligible and those who are not eligible. The applicant pool usually contains a large number of individuals who do not meet the basic qualifications and applications may be waived. In eliminating candidates, initial qualifications need to be carefully identified, both from the general job description and from the specific needs identified for the position in the job posting.

In Phase 2, the most highly qualified people are identified and screened. If the initial screening ranks all the candidates, it is a simple matter of selecting those with the highest scores. In the unassembled test, candidates are ranked only on those items that can be submitted by mail or email applications, resumes, written work samples, letters of recommendation, and possibly an online or written self-reported assessment. In the test design, applicants are asked to come to a central location or location to take a general aptitude test (general mental ability test) or a specific job test (eg, a typing test), or to provide in-person work samples in a supervised setting. The idea is to narrow the pool to a number that is practical for an in-depth interview or test. In the example, 11 candidates qualified in Stage 1, but 5 were identified for interview in Stage 2. Until a candidate is selected and has accepted the position, others are not barred from being considered.

Stage 3 produces one candidate to offer the position, as well as a backup applicant if the individual declines the offer. Selecting the first choice in a pool of candidates may be easy, or in some cases it may be difficult because the top candidates appear to have similar qualifications or bring a different type of human asset to the position. Salary and benefits negotiations may be mechanical, as in the case of frontline positions where work requirements are relatively rigid, or quite flexible, as in the case of many senior and specialist positions that are difficult to recruit.

During Stage 4, the candidate's qualifications and capabilities are confirmed after the bid. Many offers are conditional on successful drug tests, medical exams or even background checks. This phase may also include a first term of service during which the candidate is on probationary status and may be terminated without cause.

3.4. Implementation of Affirmative Action Policy in The Proactive Recruitment Program for The Border Area in The Implementation of The Selection of Police Non-Commissioned Officers at The Riau Islands Regional Police in 2020

Recruitment is a process carried out by the organization to find personnel who meet certain standard requirements according to the needs of the organization. Conceptually, personnel recruitment is an effort to search for personnel and encourage and provide the widest possible opportunity for someone to fill the available formations in an organization. While the selection process is a continuation of the recruitment of personnel in institutions or organizations, the aim is to select appropriate and qualified candidates for Polri personnel through several predetermined selection stages according to the needs of the organization. Recruitment and selection processes are always carried out every year to increase the number of Polri personnel as needed by the Polri organization in accordance with the available budget. As in other areas, the Riau Islands Police also recruits and selects their personnel.

The existence of affirmative action on the recruitment and selection system within the Riau Islands Police is a change that is expected to accelerate development in the Riau Islands. The National Police Chief also hopes that the merit system implemented can increase the motivation of prospective applicants in the border area to register as a non-commissioned officer candidate and be able to serve optimally. Today, meritocracy is often used as a positive connotation to describe a social system that allows people to achieve success in proportion to their talents and

abilities. Affirmative action realized through recruitment and selection with a merit system will minimize the formation of "groups" within groups who feel discriminated against from organizations based on their inadequate abilities, or related to certain groups or races.

According to Suryabrata (in (Kristanto & Hary, 2015)) motive is a condition in each individual that encourages the individual to carry out specific activities in achieving certain goals. In addition to motives, in psychology, the term motivation is also known. Starting from the word plague motive, motivation can be interpreted as a conscious process in influencing an individual's behavior so that his heart is moved to do something so that it will achieve certain results or goals.

Furthermore, Shaban (2016) make it clear that people who share cultures and backgrounds tend to form groups or "in groups" and in this way they obtain information through networks outside of formal sources, or in other words, there is bias. group and organizational goals. Thus, when it is related to the registration of Police non-commissioned officers in the Riau Islands, it can be understood that there is a need for affirmative action to increase performance motivation in the Riau Islands, especially for the registration of candidates for National Police Officers as an important managerial point, in an effort to avoid bias in organizational goals due to the patronage system. Non-commissioned officers themselves have duties and roles as connectors between the highest level (officer) and the lowest (enlisted) technically. Usually, non-commissioned officers train officers to be more professional, so that managerial skills that match the character of local people are needed. If there are non-commissioned officers who come from border areas, it is necessary to act fairly by implementing a local education system, so that people who experience difficulties in communication (due to problems with language, vision, hearing or literacy) must be given time to understand and absorb the rules and procedures before serving as a non-commissioned officer in the Riau Islands region.

Aspects of personal needs and expectations are the main basis for prospective applicants in participating in selection and recruitment at the Riau Islands Police. This aspect has the potential to become a strategy. In relation to the unitary goals of the National Police, then this becomes an opportunity to increase the loyalty of members who specifically come from border areas. The spirit of Esprit de Corps within the Polri institution must be strengthened through an understanding of personal needs and expectations. Naturally, this has also been modified to reflect the goals and objectives of the Indonesian National Police. Extrinsic elements like pay and workplace structure must also be taken into account in addition to intrinsic considerations. Consequently, this has a significant impact on performance quality in the context of improving performance. Strong motivating elements that have a major impact must be matched with the heavy workload and occupational danger of being a police officer, particularly in the area of member welfare.

In developing a strategy to increase interest in joining as Polri personnel, it must be understood where the interest lies and the reasons for personnel or prospective personnel in participating in the selection or recruitment. This understanding departs more precisely from the mapping aspect of the underlying interests and motivations. It has been explained that there are 2 factors namely intrinsic and extrinsic factors. Intrinsic factors consisting of perception, self-esteem, personal expectations, needs, desires, job satisfaction and achievement, as well as; extrinsic factors consisting of type/nature of work, group, organizational environment, work environment situation and salary/income. Based on the research that has been done, it was found that there are both intrinsic and extrinsic factors that underlie each applicant's motivation. In terms of intrinsic motivation, the most important aspect underlying the interest of prospective applicants is the aspect of personal needs and expectations, while extrinsic factors are based on

salary and work environment organization. Nevertheless, the enthusiasm of prospective applicants in the border areas of the Riau Islands is still relatively low because the Riau Islands Police themselves are not intensive in carrying out the socialization of the affirmative action program for the recruitment and selection of candidates for National Police, especially for Non-commissioner officers.

4. Conclusion

Employee recruitment is a crucial role for the organization's survival. Through an affirmative action program for recruitment and selection of applicants for National Police Officers, the National Police affords each Regional Police (Polda) the option to seek for suitable National Police officers who meet the demands of their region. In its affirmative action policy for recruiting and choosing potential Police Officers, the Riau Islands Police concentrates on border regions. In an effort to avoid bias in organizational goals due to the patronage system, the recruitment and selection affirmative action program for registration of candidates for Police Non-commissioner officer is an important managerial point, despite the relatively low enthusiasm of prospective applicants in the border region of the Riau Islands.

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