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MANAGING THE PRINCIPLES OF GOOD GOVERNANCE: EVIDENCE OF MEMBERS RECRUITMENT IN THE INDONESIAN POLICE ON 2015-2019

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Abstract. The purpose of this research is to analyze the problems of the National Police in managing the principles of good governance through the principles of Clean, Transparent, Accountable, and Humanist in the recruitment of Polri members in 2015-2019. As well as to analyze aspects of the obstacles and challenges of the National Police in the application of the principles of Clean, Transparent, Accountable, and Humanist (CTAH) in the recruitment of members of the Police. And formulate or produce an ideal Polri member recruitment model in accordance with the principles of good governance. **This study uses a qualitative method.** Data was collected by means of a literature study, a document study, and in-depth interviews before data analysis was carried out. **The results showed** that the recruitment system used was a decentralized system with an indication of the powers granted to the regions. In its implementation it is transparent and objective so that healthy competence is achieved in order to prevent deviations or abuse of authority by paying attention to the principles of Clean, Transparent, Accountable and Humanist First there must be fixed the culture of the bearer of the function of human resource development itself and improve the quality of Polri personnel. It also requires a moral commitment between each party related to the development of Polri's human resources to be able and willing to carry out the process of developing human resources in a transparent, integrity, accountable, and professional manner.

Keywords: recruitment, clean, transparent, accountable, humanist.

JEL Classification: I380, L310, L440

INTRODUCTION

Since the reform era that began in 1998, there have been many improvements made by the government in order to realize Good Governance, namely an effective and efficient government system that is intended to carry out a good and correct bureaucracy by carrying out bureaucratic reform (Adisasmita, 2011). Bureaucratic reform was launched by the government in 2010 in the Grand Design of Indonesian Bureaucratic Reform (GDRB, 2010) by issuing Presidential Regulation (Perpres) Number 81 of 2010 concerning Grand Design of Bureaucratic Reform 2010-2025 and Regulation of the State Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 20 the Year 2010 concerning the Road Map for Bureaucratic Reform 2010–2014. Basically, these rules say that bureaucratic reform aims to create a professional government bureaucracy with adaptive characteristics, integrity, high performance, clean and free from corruption, collusion, and nepotism, able to serve the public, neutral, prosperous, dedicated, and uphold the basic values and code of ethics of the state apparatus.

The concept of bureaucratic reform accompanied by the efforts to create excellent service explains that bureaucratic reform carried out by the government is currently focused on improving the quality of public services. Based on the 2017-2019 National Average Bureaucratic Reform Index, it is known that the 2019 average National Bureaucratic Reform Index (RB) achievement for Ministries/Institutions (K/L) is 73.66, provinces are 63.70, and districts /cities of 55.46 (the results of the Ministry of PANRB's evaluation of the implementation of the 2019 bureaucratic reform program). Compared to the 2019 target, the average achievement was 99.03%. When compared with 2018 achievements, the average index of K/L and province has increased, while districts/cities have decreased.

As a public organization, the Indonesian National Police (Polri) currently has big challenges in carrying out its main tasks and functions on a daily basis amidst the social dynamics of an increasingly modern, critical, and law-aware society. Based on the 2018 Annual Report of the Ombudsman of the Republic of Indonesia, the National Police is a state institution that has a moderate compliance index, which is included in the yellow zone category, that means that the National Police is trying to become a state administrator who is obliged to provide the best service to the community, the evidence-based policy of public service standards. The data can be seen in the image below, namely:

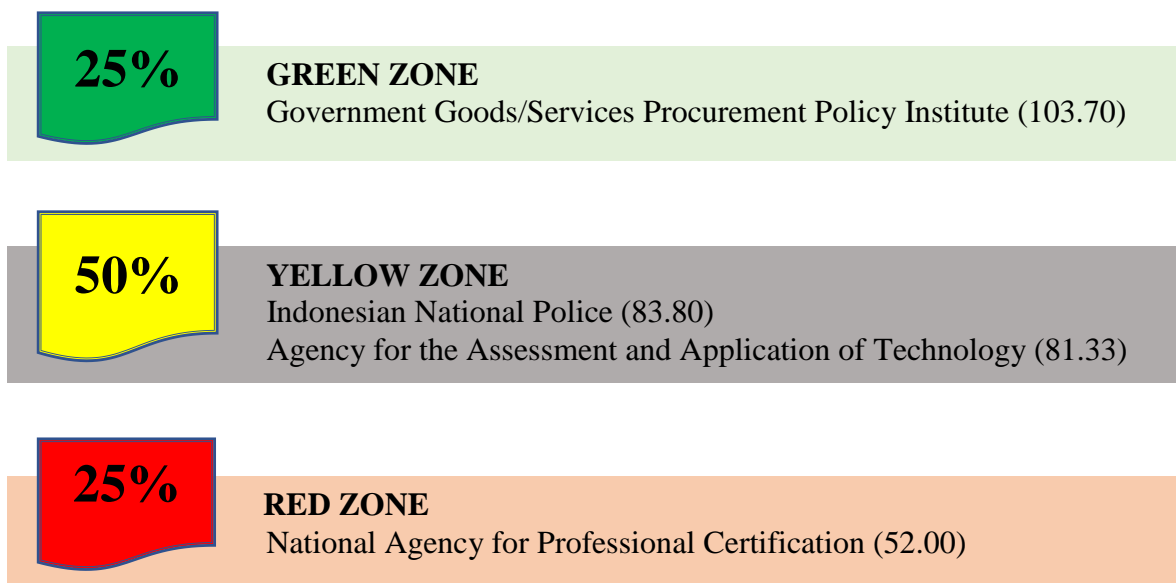


Figure 1: Compliance Value of State Institutions

Source: research data, 2021

Based on the data above, it is said that the achievement of Polri's current performance has occurred through a long process supported by the reform of the Polri bureaucracy to meet public expectations by carrying out various efforts to make improvements, arrangements, reinforcements, reforms. towards a professional and trusted National Police, including setting targets in the implementation of structuring and change, namely for 2005-2009, the National Police tried to build public trust (trust-building), in 2010-2014, the Police built partnerships, and 2015-2025, Polri is targeted to achieve excellence. The reform of the Polri bureaucracy is continued with the hope of realizing a Polri structure that is more professional, humanist, free from corruption, collusion, and nepotism, and reliable, through the field of Human Resources as well as the fields of administration and operations. The basic demands that must be met in fostering and improving the management of Polri's human resources start from the recruitment process of good and quality Polri members, this is in accordance with what was conveyed by Krivoruchenko & Shyshkin (2017) that human resources will affect organizational performance.

The implementation of good governance in recruiting Polri members is part of the Polri bureaucratic reform which aims to cover requirements, criteria, mechanisms, and procedures by ensuring the implementation of transparency and accountability. To improve the recruitment process for members of the National Police so that they are more qualified, the National Police stipulates Regulation of the Chief of the Indonesian National Police Number 10 of 2016 concerning the Admission of Candidates for Members of the Indonesian National Police. The National Police in the process of recruiting members refers to the basic principles of acceptance, namely Clean, Transparent, Accountable, Humanist, and competency-based.

The recruitment process for Polri members is indeed very vulnerable to the practice of corruption, collusion, and nepotism. According to Riggs (1964), poor recruitment practices are inherent in societies undergoing transition. The problem of recruitment carried out by the government is also not free from problems, namely creating vulnerability to corruption, collusion, and nepotism in recruitment. The poor admission system continues to have an impact when the candidate who has been accepted is placed in a position. With a bureaucratic situation full of corruption, collusion, and nepotism, such a recruitment process cannot produce the best candidates. Such a recruitment culture will only produce officers whose morals are not maintained and their competence is inadequate. Arnaz (2018) revealed that various irregularities still occur in the recruitment and selection process for the National Police organized by Polda throughout Indonesia, including (1) fraud and embezzlement by promising to graduate, (2) a policy of prioritizing local sons, (3) leaking questions tests, and (4) abuse of authority. These problems occur because there are still gaps that have the potential for deviation. The National Police leadership has given a warning in eliminating irregularities in the implementation of the selection, by taking firm action against elements and participants involved in corruption, collusion, and nepotism practices.

Based on the above problems, this study aims to analyze the problems faced by Polri in managing the principles of good governance through CTAH principles in the recruitment of Polri members in 2015-2019. Analyzing the aspects of the obstacles and challenges of the National Police in the application of CTAH principles in the recruitment of members of the National Police. Formulate or produce an ideal Polri member recruitment model in accordance with the principles of good governance.

LITERATURE REVIEW

Keban stated that the term Public Administration shows how the government acts as the sole agent in power or as a regulator, who is active and always takes the initiative in regulating or taking steps and initiatives, which they think are important or good for the community because it is assumed that the community is a passive party, less able, and must submit to and

accept whatever is regulated by the government (Keban, 2008). Hadjon (2005) asserts that in the broadest sense public administration is the state's activity in exercising its political power. In the implementation of public affairs, in addition to being carried out by the government bureaucracy in the executive environment, professional resources are also needed. (Al Hafis, 2017; Yogita et.al, 2020). Therefore, public administration can be defined as executive activities in the administration of government functions (Hadjon, 2005).

Bureaucratic reform is a systematic, integrated and comprehensive effort aimed at realizing good governance (Komarudin, 2014). Bureaucratic reform emphasizes significant changes in the administration of the state/government and development, carried out in various aspects of the state apparatus (institutions, human resources of the apparatus, administration or management, apparatus accountability, supervision, and quality public services, as well as changes in mindset and culture-set). (Komarudin, 2014).

Bureaucratic reform in Indonesia has taken a new phase since the government launched the grand design of national bureaucratic reform through Presidential Regulation No. 81 of 2010 so that bureaucratic reform efforts can run more directed and sustainable. The implementation of this grand design was attended by all institutions/ministries under the management of the national team for bureaucratic reform with the involvement of various related elements for the coordination of the vice president, such as the Ministry of Empowerment of the State Civil Apparatus and Bureaucratic Reform as the coach, the Financial and Development Supervisory Agency as the quality assurance team, the Ministry of Finance as the supervisor of financial affairs and performance-based remuneration, as well as several relevant State-Owned Enterprises institutions under the Ministry of SOEs whose function is to sharpen, coordinate, and synchronize government programs.

Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 explains that bureaucratic reform is an ongoing effort, each stage of which provides changes or improvements to the bureaucracy for the better. The operational implementation of the Grand Design for Bureaucratic Reform 2010–2025 will be stated in the Road Map for Bureaucratic Reform which is set every 5 years by the Minister of PANRB. In 2025, Indonesia is expected to be in a truly advanced phase with a government bureaucracy that is professional and has high integrity. The grand design of the 2010-2025 national bureaucratic reform and the roadmap for implementing bureaucratic reform is also programmatically articulated through the Nine Bureaucratic Reform Acceleration Programs, namely structuring the bureaucracy, structuring the number and distribution of civil servants, an open selection system, and promotion of the apparatus, professionalization of the apparatus, improving the welfare of the apparatus, efficient use of apparatus work facilities and infrastructure, increased transparency and accountability of apparatus, simplification of business licensing, and development of electronic government.

Police reform began with the issuance of Presidential Instruction Number 2 of 1999 dated April 1, 1999, which was later confirmed by the Decree of the People's Consultative Assembly of the Republic of Indonesia Number VI/MPR/2000 concerning the Separation of the TNI and Polri and the Decree of the People's Consultative Assembly Number VII/MPR/2000 concerning the Role of the TNI and Polri. The separation is a good momentum for the National Police to change the situation for the better in all aspects related to realizing an independent and professional Police. The reform of the National Police in the fields of structure, procedure, and culture is carried out in line with the reform of the state administration to realize good governance. In line with reforms, the National Police have made structural changes such as the status of the National Police under the President, validation of the organization: Small Headquarters, Regional Police Enough, Large Police, Strong Police and Satwil adjusted for regional expansion and the formation of a National Police Commission in accordance with Law Number 2 of 2002. Meanwhile, from the instrumental aspect, namely the existence of Law 2/2002 and its elaboration, revision of task guidelines such as the operational field according to

democracy and human rights, the field of development includes recruitment, education, discipline, and professional ethics and the field of planning and supervision. Meanwhile, from the cultural aspect, there has been a paradigm shift, where the organizational culture is transparent and accountable, the member culture includes attitudes and behavior as well as internal and external supervision (Rahardi, 2012).

METHODOLOGY

The research approach used is a qualitative method. This study uses a qualitative approach because the research intends to obtain an in-depth picture of the problems faced by the Indonesian National Police in managing the principles of good governance through the principles of being CTAH in the recruitment of members of the National Police in 2015-2019. Data collection techniques are carried out by means, namely interviews, documents, and archive recordings and observations. The informants selected were internal parties, namely Rojianstra As HR of the Police Headquarters, Karo of HR of the Regional Police, Bidpropram Polda, and Itwasda Polda. External parties, namely Kompolnas, Ombudsman, parents of participants, and participants. Furthermore, data analysis was carried out in three steps which included: (1) preparing and organizing the data, (2) reducing the data, then (3) presenting the data.

RESULT AND DISCUSSION

Polri manages the principles of good governance through the principles of CTAH in the recruitment of Polri members in 2015-2019.

The recruitment of human resources for members of the 2015-2019 fiscal year at the Polda level must be carried out in accordance with the procedures and mechanisms established by referring to the Decree of the Chief of Police concerning the Provisional Script for the Admission of Candidates for Police Members. In the implementation process of recruiting members of the National Police, there are targets to be achieved. The target is to find the best candidates for Polri members and with the principle of acceptance of Polri Members, namely the principles of CTAH. This principle is used as a reference in the recruitment of human resources for members of the National Police for the 2015-2019 fiscal year. The existence of a principle that has become a reference in the implementation of the recruitment of Polri Members proves that the efforts of the Indonesian National Police in implementing the recruitment of Polri Members are carried out by referring to the principle of good governance.

The recruitment process for members of the National Police is initial recruitment so that applicants come from external sources. The target is all Indonesian citizens who meet the specified requirements. As one of the advertising sentences used is "POLRI provides an opportunity for the sons and daughters of Indonesian citizens to become members of the National Police". To get qualified, superior, and competitive prospective participants, the central committee requires all regional committees to carry out campaigns/socialization proactively to the Polres and Polsek levels through various efforts including making conventional advertisements and digital advertisements about the recruitment of Polri members including making videos/ short film. To get qualified candidates, the regional committee is required to visit superior schools in their area, as well as visit schools, villages on the outermost inhabited small islands, remote areas, and border areas with neighboring countries. All of these efforts are evidence that the National Police opens this opportunity as wide as possible to all eligible people in order to obtain potential participants without discrimination.

The organizing committee element involved in the acceptance of Polri members is the regional committee. Regional committees have their respective duties, principals, and functions in implementing the acceptance of Polri members. The admission committee in question starts

from the highest ranks in the Regional Police, namely the Regional Police Chief to the supporting committees in accordance with their respective field expertise. Outside of the regional committee, there is also a supervisory team assigned to oversee the entire process of accepting members of the National Police. There are two supervisors involved in this acceptance, namely internal supervisors and external supervisors. The internal supervisors involved are the Regional Superintendent Inspectorate (Itwasda) and the Professional and Security Sector (Bidpropram) while the external supervisors are involved in accepting Polri members from various fields such as the Ombudsman, the Indonesian Doctors Association (IDI), the Religious Communication Forum (FKUB), Institute of Social Society (NGO). The existence of elements of internal supervisors and external supervisors involved in the implementation of the recruitment of human resources for members of the National Police is certainly a form of effort made by the police institution so that the implementation of the recruitment of members of the National Police can be maintained in the implementation process.

The selection process for Polri members, as a continuation of the recruitment process, uses several selection methods which include: initial administrative examination, health examination I, psychological examination and testing, academic testing, health examination II, physical ability testing, final administrative examination, and final determination meeting. The initial selection is the administrative selection of prospective Member students to complete the administrative requirements. The administration is carried out in two places. There are two reviews of this administrative stage, proving that there are efforts to prevent incompatibilities with the documents used to support administrative requirements. This process proves that the administrative process is very strict. Prospective student members pass through seven stages of the test starting from the administrative stage to the final determination stage or what is known as the Final Determination Committee Assessment. At this stage of the test, before the prospective student members are declared to have passed the Final Determination Committee Assessment stage, there is a supervision team from the National Police Headquarters who conducts the examination. This is done to review the process and results of the stages of the acceptance test for Polri members at the Regional Police starting from the initial administrative stage to the second health stage before the final determination is carried out. This review is carried out to review the results and the implementation process of all stages of the acceptance test. This proves that the entire series of stages from the beginning to the end of the acceptance of Polri members, the test results must be in accordance with the facts that occur in the field.

Looking at the many stages of the appointed National Police Membership acceptance test, it can be said that the Indonesian National Police institution has been trying to find qualified Polri members who can be assigned to carry out their duties, principals and functions as police in Law no. 2 of 2002 concerning the National Police of the Republic of Indonesia which states that the function of the police is based on Article 1, namely maintaining security and public order, Article 2 is enforcing the law and Article 3 is protecting, nurturing and serving the community. The series in each stage of acceptance affects the results obtained. Efforts with the many stages of the test can certainly get the best members of the National Police. The knockout system used in the process of implementing this test plays an important role in selecting the best prospective students. In this process, prospective students/students register through online mass media for free at no charge in accordance with the explanation of information officially published by the National Police.

After the registration process is complete, it is continued with the process towards the test stage, but before the test stage takes place there is an Integrity Pact commitment. The signing of the Integrity Pact was carried out before the start of a series of activities for the selection process for the recruitment of members of the National Police. This process is carried out by supervisors, committees, parents, and prospective students/students of the Indonesian National Police. The Integrity Pact is an oral or written commitment. The existence of an integrity pact is an effort made by the Indonesian National Police to ensure commitment to the implementation of human

resource recruitment for members of the National Police. In the process of accepting members of the National Police using a predetermined system, wherein a series of one-stage test participants prospective students of the National Police are unable to take part and do not pass the process, they are declared disqualified directly at the stage of the test.

Aspects of Polri's obstacles and challenges in implementing the CTAH principle in the recruitment of Polri members

The knockout system used can make it easier to determine who can follow the next stage of the test. A large number of participants proves that the knockout system is very effective for accepting Polri members with a large number of participants. In the implementation of the recruitment process for members of the National Police, there are often issues circulating in the community related to alleged irregularities that occurred during the process of testing the acceptance of members of the National Police. Phenomenon I, the acceptance of Polri members in conducting socialization carried out by the implementing committee by visiting high school / vocational schools is still not optimal. The schools visited were not evenly distributed across all existing schools, only a few schools were visited to provide information regarding the admission of members of the police.

In the implementation of Member acceptance, there is also a phenomenon carried out by prospective Member students. At the health test stage, there is also a phenomenon that occurs that there are two male and female selection participants before entering the health room sending SMS and fuel to individuals. After being traced by the supervisory committee to the source, there is no clear identity of the message. Seeing such a phenomenon proves that there are still attempts to commit fraudulent acts by irresponsible persons. However, with such a strict system, prospective student members cannot carry out these irregularities. After further investigation by internal and external supervisors, the identity of the contacted by prospective students/students of Polri members is not clear.

In the implementation of the test stage measuring height, there are also irregularities that occur, namely differences in the height measuring instruments used. The implementation of this Member acceptance uses two height measuring instruments. Whereas the two measuring instruments used should have the same size without the slightest difference. Seeing this odd phenomenon, participants who have taken the test to measure height who have passed or are called back to repeat the test fall out. The Implementation of the acceptance stage, of course, all materials, materials, tools must be carried out in an accountable manner, but in accepting this Brigadier there are differences in the results of the measurements of the two height measuring instruments used and the difference is very different. This difference in measuring instruments affects the requirements for the admission of members of the National Police so that it has a major impact on candidates.

In the implementation of the assessment stage, which still uses human power, there is the potential for subjectivity in the assessment that has not been supported by technology that can erode the potential for this subjectivity. The use of technology that is not fully automated, such as the use of the LJK system in the written test, is also a potential fraud. Including the absence of a computer-based technology system (application) that integrates the overall value results of each sub-item and each item of a selection method that automatically processes values into final values so that they still use human power (operators) to input values into value processing applications which cause potential value manipulation.

The graduation criteria for ex-Akpol selection participants is an affirmative action carried out by the Police which has more value because it allows the National Police to get quality non-commissioned personnel because they get participants who pass all stages of selection at the Police Academy level with a higher qualification level than the NCO level. However, the quota has not been determined from the start, so it has the potential to take over the quota of other

participants. Regarding this, a source from one of the Polri officials at the HR bureau explained that he could not determine the quota from the beginning for the graduation criteria for ex-Akpol selection participants because it was not known beforehand how many people were declared Unselected Passed in the Akpol selection who were then willing to join as prospective NCO education students. However, this provision has been regulated in the regulations so that the presence of the passing criteria for ex-Akpol selection participants will erode the position of non-commissioned officers in the lowest rank because the graduation criteria for ex-Akpol selection participants are considered more qualified because they have passed the selection with qualifications at the Akpol cadet level.

The ideal model for recruiting members of the National Police is in accordance with the principles of good governance.

Good governance can be interpreted as an action or behavior that is based on values that are directing, controlling, or influencing public problems to realize these values in their actions and daily life. Good governance is a form of awareness of responsibility in managing natural resources and in upholding human rights. Good governance also exists, if the state can guarantee the security of its citizens. Likewise, if bureaucrats use their positions to serve the wider community, not to enrich themselves. Furthermore, good governance also means the implementation of socio-political policies for the benefit of the people, not only for the prosperity of certain individuals or groups but good policy implementation is also based on good human resources and is able to carry out policies (Christiani et al. 2021).

Basically, good governance is directed to practice ideal governance. All principles of good governance must be a guideline for local governments in exercising their authority to accept candidates for members of the National Police, especially the principles of being CTAH. This is intended so that the philosophy of “the right man on the right place” remains the basis for consideration in the context of accepting candidates for members of the National Police. The ideal model for recruiting members of the National Police is in accordance with the principles of good governance, namely.

1. Accountability

Accountability, consisting of 1. There is conformity between implementation and standard implementation procedures. 2. There are sanctions set for any errors or omissions in the implementation of activities. 3. Preparation of accountability reports from state administration activities to the public in accordance with statutory regulations. 4. Increased public trust in the Police. 5. Reduced cases of corruption and nepotism.

2. Openness (Transparency)

Openness or transparency can be seen from three aspects: (1) the existence of an open policy towards supervision; (2) the existence of access to information so that the public can reach every government policy; (3) the application of the 30 principles of check and balance between the executive and legislative institutions. The aim of transparency is to build mutual trust between the Police and the public, whereby the Police must provide accurate information to the public in need. Especially reliable information related to legal issues, regulations, and the results achieved in the recruitment process for members of the National Police; the existence of a mechanism that allows the public to access relevant information; the existence of regulations governing the obligation of the Police to provide information to the public; and fostering a culture in the community to criticize the policies produced by the National Police. The principle of transparency in the recruitment of members of the National Police is 1. Availability of adequate information in every process of drafting and implementing public policies. 2. There is access to information that is ready, easily accessible, freely obtained, and on time. 3. Increased knowledge and insight of the community towards the recruitment of members of the Police. 4.

Increased public trust in the Police. 5. Increasing the number of people participating in the recruitment of members of the National Police.

3. Participation

Participation is a process of involving the community, especially their aspirations in making policies or formulating plans made by the National Police in the recruitment of Polri members, also seen in the involvement of the community in the implementation of various Polri policies and plans, including monitoring and evaluation. This involvement is not based on the principle of representing the aspirations of the people through representatives in the House of Representatives, but indirect involvement. Participation in the sense of encouraging all citizens to exercise their right to express, directly or indirectly, suggestions and opinions in the decision-making process. Especially giving freedom to the people to gather, organize, and actively participate in determining the future. The principles of participation in the recruitment of members of the National Police are 1. There is an understanding of state administrators about the participatory process or method. 2. There is decision-making based on mutual consensus. 3. Increasing the quality and quantity of inputs (criticisms and suggestions) for the recruitment of members of the National Police. 4. There is a change in people's attitudes to become more concerned with every step taken by the Police.

4. The rule of law bureaucratic apparatus

The rule of law of the bureaucratic apparatus means that there is clarity and predictability of the bureaucracy towards the private sector; and from the perspective of civil society, it means that there is a legal framework needed to guarantee the rights of citizens in upholding the accountability of the Police. The requirements for the concept of the rule of law are as follows: a. The rule of law: every action of the State must be based on law and not based on unilateral actions with the power it has. b. Legal certainty: in addition to being closely related to the rule of law, it also requires guarantees that problems are regulated clearly, firmly, and not duplicative, as well as contrary to other laws and regulations. c. Responsive law: the law must be able to absorb the aspirations of the wider community and be able to accommodate the needs of the community and not be made for the benefit of a few elites. d. Consistent and non-discriminatory law enforcement: efforts that require sanctions, mechanisms for implementing sanctions, and human resources/law enforcement with integrity. e. Judicial independence: namely the principle that attaches the effectiveness of the judiciary as an important condition for the realization of the rule of law.

CONCLUSION

The implementation of recruitment for Polri members is a process of seeking human resources for Polri members in police organizations with the aim of obtaining qualified Polri members. The acceptance of members of the National Police in its implementation refers to the Decree of the Chief of Police. In its implementation, the Police Headquarters of the Republic of Indonesia gives full authority to the Regional Police for the implementation and determination of graduation for the acceptance of Polri Members. The recruitment and selection system must be carried out transparently and objectively so that healthy competencies are achieved in order to prevent irregularities or abuse of authority by paying attention to good principles including CTAH.

It takes quite a long time to realize the development of Polri's human resources in accordance with the expectations of all Polri personnel and the community. First, it is necessary to fix the culture of those who carry out the human resource development function and to improve the quality of Polri personnel so that they are able to respond to the challenges of society in upholding the rule of law and civil supremacy in a democratic government environment. It requires a moral commitment between each party related to the development of Polri's HR to be able and willing to carry out the HR development process in a transparent,

integrity, accountable, and professional manner. And there are legal sanctions for those who violate this moral commitment.

It is important for the National Police to immediately draw up a Regulation of the National Police Chief regarding the merit system which is firmly a principle in the management of the National Police as a whole, including the recruitment and selection process for the National Police. This step is also to answer the mandate contained in the 2016-2019 Police Bureaucratic Reform Road Map which states that the strengthening of the Polri HR management system that is transparent, competitive, with integrity, based on merit and is carried out through the issuance of the National Police Chief Regulation on the National Police HR Management System.

The central committee as the policymaker and the rules used by all regional committees in carrying out the recruitment and selection process are aimed at building a technology system in the computer-based assessment and scoring mechanism in an integrated manner from the assessment of each selection method item to a total assessment in determining the final ranking to eliminate the potential for subjectivity valuation and manipulation of values. These technologies include: (1) psychological examinations, academic tests, and PMK using the Computer Assisted Test (CAT) system, (2) health checks, coding of participant numbers is carried out with a barcode system so that assessors and participants do not know the new participant number, (3) test physical, using sensor-based measuring instrument technology. Furthermore, a computer-based technology system (application) is needed that integrates the overall results of each selection method which automatically processes the value of each selection method into a final value based on ranking.

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**ЗАБЕЗПЕЧЕННЯ ДОТРИМАННЯ ПРИНЦИПІВ УПРАВЛІННЯ В ПРОЦЕСІ
ПРИЙОМУ НА РОБОТУ ДО ПОЛІЦІЇ ІНДОНЕЗІЇ У 2015-2019 РР.**

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Метою даного дослідження є аналіз проблем Національної поліції у питаннях дотримання принципів управління у процесі прийому на роботу до поліції Індонезії через принципи прозорості, підзвітності та гуманізму. Проаналізовано аспекти перешкод та проблем національної поліції щодо застосування принципів прозорості, підзвітності та гуманізму при прийомі на роботу співробітників поліції. Сформульовано та розроблено ідеальну модель набору членів Polri відповідно до принципів належного управління. При цьому у дослідженні використовується якісний метод. Дані були зібрані у вигляді вивчення літератури, вивчення документів і глибинних інтерв'ю щодо аналізу даних. Результати показали, що використана система прийому на роботу була децентралізована із зазначенням повноважень, наданих регіонам. Її реалізація є прозорою та об'єктивною, тому компетентність досягається з метою запобігання відхиленням або зловживанням владою, звертаючи увагу на принципи чистоти, прозорості, підзвітності та гуманізму.

Ключові слова: національна поліція, керування, прийом на роботу.

ОБЕСПЕЧЕНИЕ СОБЛЮЖДЕНИЯ ПРИНЦИПОВ УПРАВЛЕНИЯ В ПРОЦЕССЕ ПРИЕМА НА РАБОТУ В ПОЛИЦИЮ ИНДОНЕЗИИ В 2015-2019 ГГ.

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Целью данного исследования является анализ проблем Национальной полиции в вопросах соблюдения принципов управления в процессе приема на работу в полицию Индонезии через принципы прозрачности, подотчетности и гуманизма. Проанализированы аспекты препятствий и проблем национальной полиции в применении принципов прозрачности, подотчетности и гуманизма при приеме на работу сотрудников полиции. Сформулирована и разработана идеальная модель набора членов Polri в соответствии с принципами надлежащего управления. В этом исследовании используется качественный метод. Данные были собраны посредством изучения литературы, изучения документов и глубинных интервью для проведения анализа данных. Результаты показали, что использованная система приема на работу была децентрализованной с указанием полномочий, предоставленных регионам. Её реализация прозрачна и объективна, так что компетентность достигается с целью предотвращения отклонений или злоупотребления властью, обращая внимание на принципы чистоты, прозрачности, подотчетности и гуманизма.

Ключевые слова: национальная полиция, управление, прием на работу.